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CLERICAL SALARIES IN THE UNITED STATES 1926

STUDIES OF AMERICAN WAGES AND SALARIES

PUBLISHED BY THE

NATIONAL INDUSTRIAL CONFERENCE BOARD, INC.

247 Park Avenue, New York

	Cloth Binding
Wartime Changes in Wages (1919)	$2.00
Wages and Hours in Anthracite Mining (1922)	2.00
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CLERICAL SALARIES IN THE UNITED STATES 1926

NATIONAL INDUSTRIAL CONFERENCE BOARD, Inc.
NEW YORK
1926

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Published September, 1926
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FOREWORD

THE derangement of customary levels of prices and wages caused by the World War awakened a general interest in the collection of statistical data covering wages paid to skilled and unskilled labor. The National Industrial Conference Board has made a series of investigations in this field. In its recent report on "Wages in the United States,"[1] data are presented which show the trend of wages for skilled and unskilled manual labor in each of twenty-five major branches of manufacturing industry, in coal mining, the building trades and railroad operation. The increasing use of the Board's findings, both as evidence of existing wage levels and as criteria for judging the economic position of various labor groups, has emphasized their practical value and has suggested the desirability of extending the investigations of the Board into hitherto largely unexplored fields. In particular, the lack of accurate, factual information with respect to the salaries of office workers seemed to present an opportunity for broad service, especially since several million persons are comprised in this labor group.

While the present study represents an extension of the scope of the Conference Board's investigation of the problem of compensation for work done, it is at the same time a distinctly new and original investigation. Clerical work is not standardized to the same extent as is manual labor, and the salaries paid to office workers performing similar duties vary much more than the wage rates paid to skilled artisans in individual trades. This lack of standardization renders the collection of statistical material difficult and necessitates the formulation of new methods of assembling and arranging the data obtained. It also explains the scarcity of published information in this field. Although a few salary surveys have been made, no comprehensive investigation, covering the country as a whole and at the same time classifying the major

[1] 1926.

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clerical occupations and distinguishing between the salaries paid to men and those paid to women, has previously been attempted.

In making the present survey, the Conference Board received valuable assistance from the local chambers of commerce in each of the cities in which information was sought. Although the data obtained were not so comprehensive as might be desired, this statistical analysis of the salaries of office employees will, it is felt, furnish a basis for further investigation in this field, and in its present form should prove useful to employers and to others interested in the important problems of salary adjustment.

In the preparation of its studies, the National Industrial Conference Board avails itself of the experience and judgment of the business executives who compose its membership, and of recognized authorities in special fields, in addition to the scientific knowledge and equipment of its Research Staff. The publications of the Board thus finally represent the result of scientific investigation and broad business experience, and the conclusions therein are those of the Conference Board as a body.

TABLE OF CONTENTS

	Page
Introduction	1
Earlier Investigations of Clerical Salaries	2
Initial Problems of Present Investigation	4
Analysis by Occupation Types	5
Scope and Coverage	6
Chapter	
I. Analysis of Salaries Paid for Various Types of Office Work	9
Form of Presenting Results	9
Subject Matter of Tabular and Text Analysis	10
Chief Clerks	10
Senior Clerks	12
Junior Clerks	12
Head Bookkeepers and Cashiers	13
General Clerks and Ledger Clerks	14
Clerks in Special Departments	15
Stenographers	17
Typists	19
Miscellaneous Office Employees	20
Bank Tellers	22
Office Occupations Compared	23
II. Relative Position of Men and Women in Office Employment	28
Salaries of Men and Women Compared	28
Number of Women Office Employees	31
III. Conclusion	34
Appendix	37
Statistical Tables	39

LIST OF TABLES AND CHARTS

TEXT TABLES

Table		Page
1.	Number of Establishments and Office Employees Represented in the Survey	7
2.	Range of Salaries Paid to Chief Clerks	11
3.	Range of Salaries Paid to Senior Clerks	12
4.	Range of Salaries Paid to Junior Clerks	13
5.	Range of Salaries Paid to Head Bookkeepers and Cashiers	14
6.	Range of Salaries Paid to General Clerks	15
7.	Range of Salaries Paid to Ledger Clerks	15
8.	Range of Salaries Paid to Cost Clerks and to Payroll Clerks	16
9.	Range of Salaries Paid to Order Clerks and to Shipping Clerks	16
10.	Range of Salaries Paid to Secretarial Stenographers	17
11.	Range of Salaries Paid to Senior Stenographers	18
12.	Range of Salaries Paid to Junior Stenographers	18
13.	Range of Salaries Paid to Experienced Typists	19
14.	Range of Salaries Paid to Inexperienced Typists	19
15.	Range of Salaries Paid to File Clerks and to Mail Clerks	20
16.	Range of Salaries Paid to Labor-Saving Machine Operators	21
17.	Range of Salaries Paid to Switchboard Operators	21
18.	Salaries of Bank Tellers in Twelve Cities	22
19.	Salary Group of Median Employee, and Computed Compensation of Median Employee	24
20.	Percentage of Total for Each Sex in Highest and Lowest Paid Group in Each of Twenty Types of Office Employment	29
21.	Computed Salary Paid to the Median Man and the Median Woman in Certain Occupations	30
22.	Employment of Men and Women in Six Cities	32

TABLES IN THE APPENDIX

A.	Salaries of Chief Clerks in Eighteen Cities	39
B.	Salaries of Senior Clerks in Eighteen Cities	39
C.	Salaries of Junior Clerks in Eighteen Cities	40
D.	Salaries of Head Bookkeepers in Eighteen Cities	40
E.	Salaries of Cashiers in Eighteen Cities	41

TABLE PAGE
F. Salaries of General Clerks in Eighteen Cities . . . 41
G. Salaries of Ledger Clerks in Eighteen Cities . . . 42
H. Salaries of Cost Clerks in Eighteen Cities 42
I. Salaries of Payroll Clerks in Eighteen Cities . . . 43
J. Salaries of Order Clerks in Eighteen Cities. . . . 43
K. Salaries of Shipping Clerks in Eighteen Cities . . . 44
L. Salaries of Secretarial Stenographers in Eighteen Cities . 44
M. Salaries of Senior Stenographers in Eighteen Cities . . 45
N. Salaries of Junior Stenographers in Eighteen Cities . . 45
O. Salaries of Experienced Typists in Eighteen Cities . . 46
P. Salaries of Inexperienced Typists in Eighteen Cities . 46
Q. Salaries of File Clerks in Eighteen Cities 47
R. Salaries of Mail Clerks in Eighteen Cities 47
S. Salaries of Office Labor-Saving Machine Operators in Eighteen Cities (Including Addressing, Billing, Bookkeeping, Calculating and Duplicating Machines). . 48
T. Salaries of Switchboard Operators in Eighteen Cities . 48

CHARTS

CHART PAGE
1. Office Salaries in Selected Occupations—Cumulative Percentage Distribution 26
2. Office Salaries in Minor Clerical Positions—Cumulative Percentage Distribution 27
3. Computed Median Salary for Men and Women in Certain Clerical Occupations 31

CLERICAL SALARIES IN THE UNITED STATES 1926

CLERICAL SALARIES IN THE UNITED STATES, 1926

INTRODUCTION

THE remuneration of labor, whether manual or mental, broadly designated by the economist as wages, forms one of the knotty problems of the business man. Whether from factory operatives or from his clerical force, he is assailed by pleas for adjustments in compensation on the ground that rates are inadequate or that they are inequitable. On the other hand, he is held in check by the consideration that business is competitive, and that he cannot safely depart from current standards, whatever they may be.

The present inquiry represents an effort to ascertain what those standards are for services rendered in the broad field of clerical occupations, including those which involve more or less mechanical work of an unskilled or semi-skilled character as well as of those in which the work must be based on expert knowledge and is mental in its nature.

There are many perplexing questions which confront the business man in determining the compensation of clerical workers. Is the salaried office employee underpaid or overpaid in comparison with the skilled artisan? What relation do education and training bear to earning power? What, if any, should be the difference in the pay of men and of women for similar work? If the economist could answer these and similar questions definitely it would be a great gain to the man of business. Perhaps it is too much to expect that the economist should have an answer to these questions, unless he has a broader basis of fact upon which to rest his conclusions than is at present available.

The business man turns to the statistician and asks what are the facts. Whether just or unjust, whether adequate or inadequate, what are the salaries paid to clerical workers by

his competitors, with whom and with whose costs the business man is obliged to reckon? Too often the industrial manager is forced to meet these problems without an adequate foundation of fact upon which to base just and equitable decisions.

Such a comprehensive survey of clerical salaries as that undertaken by the National Industrial Conference Board may therefore serve a variety of purposes. It may, first of all, furnish a guide in practical business management. Knowledge of pertinent facts and of current conditions is a primary necessity for those who direct industrial enterprises. It affords them a touchstone for their own undertakings and suggests lines of more efficient management. Moreover the authoritative ascertainment of a comprehensive body of facts provides a safe basis from which to reach general conclusions. It serves as a test and corrective of currently received opinions and postulates of the economist, and of the man in the street. Any contribution to a broader and better grounded knowledge of the facts of the economic situation is a gain alike to the student and to the man of affairs.

Animated by these and similar considerations the National Industrial Conference Board has undertaken a survey of the salaries paid to clerical workers in the United States, the results of which are presented in this Report.

Earlier Investigations of Clerical Salaries

Although a considerable amount of data relating to the wages of manual workers has been published during the past decade,[1] comparatively little attention has been paid to the salaries of office workers. This, no doubt, has been in large measure because the factory force receives a considerably greater proportion of the total payroll than does the office force, and in consequence factory wage scales present a more serious administrative problem. However, there has been a growing tendency in recent years on the part of companies employing large office staffs to subject their salary scales to careful analysis, with a view to standardizing on an equitable basis the salaries paid for routine work as far as this may be

[1] See, for example, the several studies issued by the National Industrial Conference Board, particularly "Wages in the United States," New York, 1926.

practicable.[1] Such analyses have often proved difficult because of the absence of comprehensive statistical material which could be used for purposes of comparison.

A few surveys have been made in this field. In 1916, the Bureau of Municipal Research of Philadelphia collected data on the salaries paid to municipal employees, including clerical workers, in fourteen cities, and also comparative data from forty-eight private establishments located in Philadelphia.[2] This material, however, through subsequent changes in salary levels has become obsolete from the point of view of the business man. It is also inadequate in that it does not differentiate between male and female workers.

Data covering the years 1919 to 1922, inclusive, have also been published by the New York State Department of Labor.[3] While of considerable value in showing the trend of office salaries during those years, the figures given indicate merely the average salary from year to year in each of eleven different industries for all forms of office work combined. No figures were published for the various specific occupations of which office work consists, nor were the salaries of men and women stated separately. These omissions limited the value of the material for the needs of the employer interested in the adequacy and standardization of office salaries.

A recent and comprehensive investigation in this field is that made by the Massachusetts Department of Labor and Industries in 1925.[4] The survey was restricted to the city of Boston, and returns were received from 281 establishments employing a total of 9,895 office workers, or approximately one-fifth of the total number of clerical workers reported in

[1] Governmental agencies have also undertaken similar analyses of the work of their employees including clerical workers. See, for example, the report of the Joint Congressional Reclassification Commission made to Congress in 1920. U. S. 66th Congress, 2d sess., H. Doc. No. 686. This work has been continued by the Personnel Classification Board. The salaries of governmental employees in clerical positions, however, do not furnish a basis for salary adjustments in private, competitive industry.

[2] Bureau of Municipal Research of Philadelphia, "Comparative Salary Data," March 1, 1926.

[3] New York, Department of Labor, *The Industrial Bulletin*, November, 1922, p. 38.

[4] Commonwealth of Massachusetts, Department of Labor and Industries, Division of Statistics, "Salaries of Office Employees in Boston, Mass.," May 1, 1925, Press Release, mimeographed.

Boston by the federal census of 1920. However, the local character of the survey lessens its usefulness to employers in other localities and as a broad consideration of the problem. The failure to distinguish between men and women workers also detracts from the value of the results obtained.

Initial Problems of Present Investigation

The present investigation of the National Industrial Conference Board, therefore, represents the first attempt to make a broad survey of the salaries received in the chief types of office occupation. At the outset it was recognized that the collection of data in this field presented many difficulties, some of them akin to those met in the initial stage of any statistical inquiry, others inherent in the very nature of the survey. There is little uniformity in the use of descriptive titles for the numerous clerical positions, and at the same time there is considerable variation in the character of the work performed in individual establishments by employees of the same general grade or rank. In the larger establishments the subdivision of clerical work gives rise to the use of such titles as Chief Clerk, Ledger Clerk, Cost Clerk, etc. In the smaller concerns, the fact that a particular employee may perform a variety of tasks makes it difficult to classify him under any one of the occupational titles used in other establishments. Then, too, although certain branches of the clerical work done in two separate establishments may be of the same type, different conditions will greatly affect the nature of the employment. In the case of filing, for example, there is a vast difference between systems used in lawyers' offices and those employed in department stores. Work which may be relatively simple in one establishment may be fairly intricate in another establishment. Moreover, office salaries are influenced to a considerable extent by length of employment. Familiarity with the special routine of an office increases the value of an employee to his employer. Promotion in such case may take the form of salary increase rather than any change in rank or title. Finally, a number of office workers occupy positions which include administrative or executive duties or involve peculiar confidential relationships. This situation often leads to higher salaries.

Analysis by Occupation Types

All these problems were taken into account by the Conference Board when it undertook to gather material regarding office salaries, and were an important factor in the determination of the statistical procedure to be followed in the analysis and presentation of the data secured. It was realized that any attempt to compute a figure purporting to be the average salary of all clerical workers for the entire country would be worthless, because the wide range in salaries paid for different occupations would make it inevitable that such an average would be strongly influenced by the character of the replies received. In the investigation of the Conference Board information was requested for specific occupations, and there could be no assurance that the numbers of each reported upon corresponded in proportion to their relative number in the whole body of clerical workers. Hence any general average drawn from these figures would be a weighted one, with the weighting determined haphazardly by the relative proportion of high or low paid employees reported by the particular companies furnishing information for the survey. Furthermore, even if it were possible to obtain a sufficient coverage of all the clerical workers of the country to insure a reasonably accurate estimate of the average salary, this information would be of comparatively little value to employers. Their interest lies not in ascertaining the average wage of all workers, but in securing information regarding specific types of work which may serve as an aid in grading the several office occupations. A classification of the various types of office employment was, therefore, necessary. Such a classification was extremely difficult to make since nomenclature, as well as the work performed by employees having similar titles, varies in different sections of the country.

It was also felt that the determination of the average salaries in individual office occupations for the country as a whole would be unsatisfactory, even for such a well-defined occupation as experienced typist, if offices in large cities and in smaller communities were both represented, since living costs and other factors which directly influence salary levels vary greatly between cities and small towns. It was, therefore, decided that the survey should cover large cities only

and that these should be selected so as to secure a representation of all sections of the country. As far as possible, the collection of data was undertaken with the cooperation of the local chamber of commerce in each of these cities. A tentative schedule for gathering the information was submitted to these organizations for suggestion and criticism, particularly with regard to occupational classification. In the instructions which accompanied the questionnaire, it was specifically requested that any clerical employees receiving exceptionally high compensation for their grade because of the performance of duties of an executive or confidential character should be omitted.

The inquiry covered a number of fields of business activity, such as manufacturing enterprises, railroads, public utilities, mercantile establishments, insurance companies and banking institutions, and it was hoped that for each field sufficient data would be collected to permit separate tabulation. The uneven distribution of returns among the different branches of business, however, prevented such a presentation of the facts. Schedules were also sent to railroads, but, since the replies indicated that the geographical distribution of the employees of individual railroads had no influence on determining the salaries of their office workers, data from railroad offices were combined, tabulated separately from the other returns, and presented in the tables which follow after the figures for individual cities.

A separation between the sexes was considered desirable because of the difference which frequently exists between the salaries paid to men and women for apparently identical work. Consequently, separate schedules for male and female employees were sent to each company from which information was requested.

Scope and Coverage

Every effort was made to obtain in each city data from a sufficient number of companies to insure an adequate representation of the community. This was not always successful. Many employers who are perfectly willing to furnish factory payrolls for wage surveys are reluctant to disclose the salaries paid to office workers. In some very large offices

the task of classifying salaries on the basis of the occupational classification shown on the schedule was considered too great to be justified. For some cities, therefore, the number of reports received and the total coverage of office employees were inadequate as conclusive evidence of the salaries paid in those cities. The facts for all the cities are included in the tables presented, but the analysis of the data will be confined in the main to a consideration of general rather than local salary levels. In general, the value of an investigation of this nature depends less upon the number of cases covered than on the wealth of detail which it discloses. So regarded, the extent of the inquiry may be deemed in a high degree satisfactory.

Eighteen cities were covered by the survey and a total of 416 establishments which employed 25,879 office employees furnished information. In addition, returns were received from 11 railroads which employed 1,497 office employees, making a total coverage of 427 companies employing 27,376 office workers. The distribution by cities is shown below:

TABLE 1: NUMBER OF ESTABLISHMENTS AND OFFICE EMPLOYEES REPRESENTED IN THE SURVEY

(National Industrial Conference Board, Inc.)

Cities	Number of Establishments	Number of Office Employees
Baltimore	22	1,094
Boston	17	2,029
Buffalo	13	574
Chicago	32	2,705
Cincinnati	8	708
Cleveland	15	1,605
Denver	28	557
Detroit	32	2,928
Kansas City, Mo.	22	2,955
Los Angeles	45	2,360
Minneapolis	14	729
New Orleans	14	227
New York	21	3,157
Philadelphia	26	1,386
Pittsburgh	16	286
Portland, Ore.	25	488
San Francisco	42	1,744
Seattle	24	347

According to the United States census of 1920, clerical workers constituted 3,126,541 of the 41,614,248 persons

gainfully employed.[1] In the eighteen cities covered in the present survey, a total of 1,179,077 office workers was reported. The census classification, however, includes some occupations not strictly clerical, such as agents, canvassers and collectors, as well as persons holding managerial positions. Though the 27,376 office workers covered in the Conference Board's investigation represent a relatively small percentage of the total number of persons in the field, the data gathered are sufficiently representative to present a fair approximation of the range of salaries in clerical occupations.

[1] United States, Department of Commerce, Bureau of the Census, "Fourteenth Census of the United States," Washington, D. C., 1923, vol. IV, p. 34.

CHAPTER I

ANALYSIS OF SALARIES PAID FOR VARIOUS TYPES OF OFFICE WORK

IN collecting and compiling the data with respect to the salaries of office employees twenty specific types of general office work were selected as being representative of occupational divisions and their gradations in office employment. In addition, information was gathered concerning the salaries paid to bank tellers, who constitute a special group. The office titles employed are not uniformly used in all branches of industry but the range of activities which they cover includes practically all types of office work except those of a highly technical character, such as auditors or accountants, or those closely associated with executive or managerial functions.

Form of Presenting Results

The results of statistical compilations of data covering compensation are usually expressed in some form of an average. The arithmetic average is most commonly used and for many purposes is the most satisfactory. In the present study, however, it was felt that the arithmetic average would not indicate the prevailing salary level as truly as a classification by salary rates which would show the salary which was paid to the largest number of employees in each occupational classification. Consequently, data have been compiled to form frequency tables, the intervals between salary groups being kept as small as possible in order to show for each occupation the salary level which applied to the greatest number of employees. By this procedure it is possible to note not only what salary is most frequently paid, but also the relative proportion of employees who receive salaries of varying amounts above or below the modal average. Separate and detailed tables which are printed in the appendix

have been made up for each occupation covered by the investigation, with the exception of operators of different mechanical devices. The data collected separately for operators of addressing, billing, bookkeeping, calculating and duplicating machines could not profitably be presented in distinct tables, and it seemed wise to combine the groups to form a single table for all operators of special office machines.

Subject Matter of Tabular and Text Analysis

In analyzing the data presented for each occupation, the nature of the work usually performed is indicated where necessary and attention is directed to any pertinent facts shown by the figures. Although figures are given for each of the cities from which information was obtained, no attempt is made to give a comprehensive comparison of these cities in regard to salary conditions, since in many instances the small numbers reported for a given occupation make such comparisons of doubtful value. Moreover, it is probable that differences in salary levels in different sections are balanced in large measure by differences in the cost of living. It may be pointed out, however, that in twelve of the twenty office occupations no employees are reported in Seattle as belonging in the lowest paid groups. Cleveland and Pittsburgh each failed to report low-salaried workers in ten office occupations. In railroad offices, on the other hand, as many as fourteen of the twenty office occupations contain no representatives in the lowest salary group. Cities which rank high in the proportion of high-salaried workers are Detroit, New York and San Francisco, where such workers represent approximately 14%, 10% and 15% respectively of the totals reported for these cities. About 15% of the employees reported by the railroads are also to be found in the highest paid groups of the several occupations.

Chief Clerks

The position of chief clerk is one which involves in most offices some degree of administrative responsibility in connection with the supervision of the work of the office force.

Since this responsibility necessarily varies in individual establishments in proportion to the number of office employees, as well as in relation to the nature of the work supervised, a wider range in the amount of salary is to be expected than in the case of the minor occupations, in which the amount of salary is conditioned mainly by the character of the work performed by the recipient. The main facts disclosed by the inquiry relative to the salaries of chief clerks are shown in Table 2, which follows:

TABLE 2: RANGE OF SALARIES PAID TO CHIEF CLERKS

(National Industrial Conference Board, Inc.)

Salary Class	Number in Each Class		
	Both Sexes	Male	Female
Dollars			
Below 40.00	127	62	65
40.00–42.00	72	64	8
42.01–45.00	47	43	4
45.01–50.00	132	126	6
50.01–55.00	110	104	6
55.01–65.00	157	155	2
65.01–75.00	63	62	1
Over 75.00	41	40	1
Total	749	656	93

The table shows salaries which range from below $40 to over $75 per week. Men predominate in this type of work and in general appear to receive a considerably higher income, the salary most commonly paid being between $55 and $65. The largest number of women employed as chief clerks is found in the group receiving less than $40. This is doubtless due in large measure to the fact that when this position is occupied by women, it is usually in smaller establishments with fewer office employees and correspondingly less administrative responsibility. Where many persons are employed supervision is usually entrusted to men. It is generally recognized that employers are reluctant to place women in positions involving the supervision of a large number of male employees. It is also true, as a general rule, that women employees work more willingly and contentedly under the supervision of a man than under that of a woman.

Senior Clerks

The senior clerk is an experienced clerical worker without, however, so much administrative responsibility as the chief clerk, although he may have one or more assistants under his immediate direction. Table 3 summarizes the facts collected in this survey regarding salaries of senior clerks.

TABLE 3: RANGE OF SALARIES PAID TO SENIOR CLERKS

(National Industrial Conference Board, Inc.)

Salary Class	Number in Each Class		
	Both Sexes	Male	Female
Dollars			
Below 20.00	170	6	164
20.00–25.00	772	109	663
25.01–30.00	706	305	401
30.01–35.00	565	422	143
35.01–40.00	383	347	36
40.01–45.00	361	344	17
45.01–50.00	145	141	4
Over 50.00	213	206	7
Total	3,315	1,880	1,435

In this grade men are in the majority, but considerably more than one-third the positions reported upon were occupied by women. This situation is quite different from that found among the chief clerks, where only one-sixth of the positions for which data were gathered were held by women. As shown in Table 3, there is a wide difference in the salary levels of the two sexes. This is especially brought out in the fact that men are numerically strongest in all of the higher paid groups, the majority of the males receiving more than, the majority of the females less than, $30 per week. The customary salary for men appears to be between $30 and $35, for women, between $20 and $25.

Junior Clerks

The junior clerk is the subordinate of the senior clerk, and consequently the salaries paid to persons in this class are of a lower range than those previously considered. This is brought out in Table 4.

TABLE 4: RANGE OF SALARIES PAID TO JUNIOR CLERKS
(National Industrial Conference Board, Inc.)

Salary Class	Number in Each Class		
	Both Sexes	Male	Female
Dollars			
18.00 and under	632	143	489
18.01–20.00	556	256	300
20.01–22.00	266	170	96
22.01–24.00	369	229	140
24.01–26.50	301	236	65
26.51–29.00	328	289	39
29.01–32.00	131	116	15
Over 32.00	234	216	18
Total	2,817	1,655	1,162

Among the cases here reported the distribution of the sexes is about the same as among senior clerks. The prevailing salary for men, as shown in Table 4, appears to be from $26.51 to $29. In the case of women, more than 40% of those reported are in the lowest paid group, receiving less than $18 a week. This contrast is not to be explained on the ground that women are less able to work up to the higher paid positions, a theory controverted by the relatively large number employed as senior clerks. A more plausible explanation seems to lie in the fact that because women are drawn out of business by matrimony, the average duration of their employment is much briefer than that of men. Hence in a given number of men and of women the proportion of beginners will be much greater among women than among men. The salaries paid beginners, entirely apart from any question of sex, will always be lower than those paid to persons of greater experience. Any group, whether of men or of women, in which beginners are numerous will receive a lower range of salaries than a group in which beginners are comparatively rare.

Head Bookkeepers and Cashiers

The head bookkeeper and the cashier occupy positions of approximately equal importance, although in individual establishments their respective status may not be identical. The work of the former corresponds roughly with that of the senior clerk. The latter usually receives and receipts for

money paid to the firm, pays out money on proper authorization, keeps account of money handled and performs incidental work. There is ordinarily considerable responsibility attached to both of these positions although the amount of such responsibility is influenced largely by the size of the employing establishment and the nature of its business. By reason of the similarity of these two employments the facts concerning them are presented together in Table 5.

TABLE 5: RANGE OF SALARIES PAID TO HEAD BOOKKEEPERS AND CASHIERS

(National Industrial Conference Board, Inc.)

Salary Class	Head Bookkeepers			Cashiers		
	Number in Each Class			Number in Each Class		
	Both Sexes	Male	Female	Both Sexes	Male	Female
Dollars						
Below 30.00	42	20	22	74	31	43
30.00–35.00	95	57	38	88	63	25
35.01–40.00	45	34	11	46	34	12
40.01–45.00	58	49	9	41	33	8
45.01–50.00	61	56	5	49	41	8
50.01–55.00	35	32	3	16	15	1
55.01–60.00	23	19	4	20	20	..
Over 60.00	36	35	1	41	40	1
Total	395	302	93	375	277	98

In each of the occupations above noted, men are more frequently employed than are women, and the salary range is considerable. As in many other tables of this series, the greater number of women are found in the lower salary classes, while men are most numerous in the middle groups.

General Clerks and Ledger Clerks

The work of the general clerk is usually of lesser importance and is performed under supervision. Somewhat similar in grade and importance is the work of the ledger clerk, in spite of the fact that it is usually somewhat more specialized, consisting chiefly of the posting of items from various sources to the proper ledger accounts. The facts gathered for these occupations are shown in Tables 6 and 7.

TABLE 6: RANGE OF SALARIES PAID TO GENERAL CLERKS
(National Industrial Conference Board, Inc.)

Salary Class	Number in Each Class		
	Both Sexes	Male	Female
Dollars			
10.00–12.00	279	49	230
12.01–14.00	423	56	367
14.01–16.00	398	111	287
16.01–18.00	741	145	596
18.01–20.00	526	151	375
20.01–25.00	810	351	459
25.01–30.00	567	352	215
Over 30.00	664	616	48
Total	4,408	1,831	2,577

TABLE 7: RANGE OF SALARIES PAID TO LEDGER CLERKS
(National Industrial Conference Board, Inc.)

Salary Class	Number in Each Class		
	Both Sexes	Male	Female
Dollars			
10.00–15.00	7	6	1
15.01–20.00	85	39	46
20.01–21.50	26	11	15
21.51–23.00	55	17	38
23.01–24.50	42	27	15
24.51–27.00	94	60	34
27.01–30.00	135	104	31
Over 30.00	265	251	14
Total	709	515	194

It will be noted that while among the general clerks women are in the majority, they form but little more than one-third of those employed as ledger clerks.

Among the general clerks salaries are found as low as $10 per week, but it is probably safe to assume that these are beginners without experience. The most numerous salary group for women is $16.01–$18.00, while for men it is over $30. For ledger clerks the general range of salaries is somewhat like that of general clerks, though proportionately the higher salary groups are better represented. This is particularly the case among the women employed in this capacity.

Clerks in Special Departments

Information was also obtained with respect to salaries paid to employees doing specialized clerical work. The occupa-

tions covered include cost clerks, payroll clerks, order clerks and shipping clerks. The general character of the work performed is indicated by the title in each instance. The main facts gathered in regard to these four occupations are shown in Tables 8 and 9.

TABLE 8: RANGE OF SALARIES PAID TO COST CLERKS AND TO PAYROLL CLERKS

(National Industrial Conference Board, Inc.)

Salary Class	Cost Clerks			Payroll Clerks		
	Number in Each Class			Number in Each Class		
	Both Sexes	Male	Female	Both Sexes	Male	Female
Dollars						
Below 20.00	200	24	176	162	28	134
20.01–22.00	58	27	31	31	6	25
22.01–24.00	74	39	35	31	13	18
24.01–26.00	57	36	21	63	20	43
26.01–30.00	143	97	46	138	96	42
30.01–35.00	177	154	23	110	92	18
35.01–40.00	65	63	2	48	37	11
Over 40.00	127	126	1	64	59	5
Total	901	566	335	647	351	296

TABLE 9: RANGE OF SALARIES PAID TO ORDER CLERKS AND TO SHIPPING CLERKS

(National Industrial Conference Board, Inc.)

Salary Class	Order Clerks			Shipping Clerks		
	Number in Each Class			Number in Each Class		
	Both Sexes	Male	Female	Both Sexes	Male	Female
Dollars						
20.00 and under	446	266	180	141	115	26
20.01–22.00	163	128	35	90	78	12
22.01–24.00	54	24	30	49	42	7
24.01–26.00	66	34	32	65	63	2
26.01–30.00	117	68	49	186	180	6
30.01–35.00	99	90	9	145	144	1
35.01–40.00	81	76	5	83	83	..
Over 40.00	86	82	4	102	101	1
Total	1,112	768	344	861	806	55

In all these clerical occupations men appear to be employed more frequently than women. This is particularly true in the case of shipping clerks, only fifty-five females being reported by the occupation. This is probably explained by the fact that the duties of shipping clerk usually involve a certain amount of physical labor.

The range of salaries shown in the tables is from below $20 to over $40 for each occupation. Except in the case of order clerks, the difference between the prevailing salary paid to males and that paid to females is approximately $10. Among order clerks the largest group for both males and females is that composed of workers receiving $20 or less. The nature of the work in this occupation is such that it is frequently performed by immature persons and this may explain the fairly close relation in the salaries paid to the two sexes respectively.

Stenographers

In securing information regarding the salaries paid to stenographers, three separate classifications were used—secretarial stenographers, senior stenographers and junior stenographers. The general facts collected in regard to each are presented in Tables 10, 11 and 12.

TABLE 10: RANGE OF SALARIES PAID TO SECRETARIAL STENOGRAPHERS

(National Industrial Conference Board, Inc.)

Salary Class	Number in Each Class		
	Both Sexes	Male	Female
Dollars			
25.00 and under	79	3	76
25.01–30.00	192	17	175
30.01–35.00	257	24	233
35.01–40.00	101	14	87
40.01–45.00	82	15	67
45.01–50.00	46	5	41
50.01–55.00	14	10	4
Over 55.00	13	5	8
Total	784	93	691

As might be expected, women predominate in the three classes. Where the greatest skill is required—among the secretarial stenographers—men form a little over ten per cent of all persons so employed. The proportion of men, however, dwindles to approximately seven per cent among the senior and to three per cent among the junior stenographers.

The salaries paid to secretarial stenographers, shown in Table 10, vary widely. Out of the 784 reported, a few, pre-

TABLE 11: RANGE OF SALARIES PAID TO SENIOR STENOGRAPHERS

(National Industrial Conference Board, Inc.)

Salary Class	Number in Each Class		
	Both Sexes	Male	Female
Dollars			
20.00 and under	135	3	132
20.01–22.50	111	2	109
22.51–25.00	351	2	349
25.01–27.50	319	5	314
27.51–30.00	519	31	488
30.01–32.50	197	27	170
32.51–35.00	114	31	83
Over 35.00	78	27	51
Total	1,824	128	1,696

TABLE 12: RANGE OF SALARIES PAID TO JUNIOR STENOGRAPHERS

(National Industrial Conference Board, Inc.)

Salary Class	Number in Each Class		
	Both Sexes	Male	Female
Dollars			
17.50 and under	194	3	191
17.51–19.00	106	2	104
19.01–20.50	98	1	97
20.51–22.00	126	3	123
22.01–23.50	152	1	151
23.51–25.00	83	5	78
25.01–26.50	102	5	97
Over 26.50	129	9	120
Total	990	29	961

sumably persons occupying positions of considerable responsibility, receive more than $50 a week, while, on the other hand, approximately ten per cent receive $25 or less. The salary most frequently paid for the services of both males and females is between $30 and $35, although in the case of males a majority of those reported receive more than $35. As shown in Table 11, the prevailing salary for senior stenographers is between $27.50 and $30. In the case of junior stenographers the distribution in the salary groups, as indicated in Table 12, is uneven. The largest group of females is in that composed of workers receiving less than $17.50. Approximately 22 per cent, however, receive more than $25. The small number of males reported offers little indication of the prevailing salary paid for their services.

Typists

For the purposes of the investigation typists were classified as experienced and inexperienced. The main facts disclosed by the inquiry regarding the former are shown in Table 13; regarding the latter, in Table 14.

TABLE 13: RANGE OF SALARIES PAID TO EXPERIENCED TYPISTS

(National Industrial Conference Board, Inc.)

Salary Class	Numbers in Each Class		
	Both Sexes	Male	Female
Dollars			
17.50 and under	270	7	263
17.51–19.00	108	3	105
19.01–20.50	201	5	196
20.51–22.00	152	3	149
22.01–23.50	191	38	153
23.51–25.00	92	3	89
25.01–27.50	102	6	96
Over 27.50	93	12	81
Total	1,209	77	1,131

TABLE 14: RANGE OF SALARIES PAID TO INEXPERIENCED TYPISTS

(National Industrial Conference Board, Inc.)

Salary Class	Number in Each Class		
	Both Sexes	Male	Female
Dollars			
13.50 and under	112	9	103
13.51–15.00	66	2	64
15.01–16.50	68	0	68
16.51–18.00	86	1	85
18.01–19.50	34	0	34
19.51–21.00	85	2	83
21.01–23.00	17	1	16
Over 23.00	14	3	11
Total	482	18	464

This is an almost exclusively feminine occupation. Although a few men are found in it, their number in both grades of proficiency is less than six per cent of the whole number of typists regarding whom information was gathered.

The range in the amount of salary received is rather small, salaries for experienced typists being in general between $17.50 and $27.50, those for inexperienced typists

between $13.50 and $23. The salary most frequently paid to women typists is $17.50 or less for experienced and $13.50 or less for inexperienced workers. These rates, however, are below the general average, since the figures show that approximately 50% of the experienced typists receive more than $20.50 and approximately 49% of the inexperienced typists receive more than $16.50.

Miscellaneous Office Employees

The remaining office occupations, all of relatively minor importance, may be grouped under four heads: (1) file clerks, (2) mail clerks, (3) labor-saving machine operators, and (4) switchboard operators. In the smaller offices the work of two or more of these occupations is sometimes combined, as, for example, one girl may perform the duties of telephone operator, mail clerk and file clerk. The positions of file clerk, of labor-saving machine operator and switchboard operator are held chiefly by women. In the case of mail clerks, the duties are frequently performed by the office or messenger boy, a fact which accounts for the predominance of males.

The salaries paid to file clerks and to mail clerks are shown together in Table 15; those paid to labor-saving machine operators in Table 16, and those paid to switchboard operators in Table 17.

TABLE 15: RANGE OF SALARIES PAID TO FILE CLERKS AND TO MAIL CLERKS

(National Industrial Conference Board, Inc.)

Salary Class	File Clerks			Mail Clerks		
	Number in Each Class			Number in Each Class		
	Both Sexes	Male	Female	Both Sexes	Male	Female
Dollars						
Below 10.00	1	1	0	13	12	1
10.00–12.00	110	33	77	85	56	29
12.01–14.00	98	12	86	181	151	30
14.01–16.00	171	17	154	178	120	58
16.01–19.00	337	56	281	134	72	62
19.01–22.00	153	19	134	82	24	58
22.01–25.00	83	18	65	65	39	26
Over 25.00	133	23	110	65	45	20
Total	1,086	179	907	803	519	284

TABLE 16: RANGE OF SALARIES PAID TO LABOR-SAVING MACHINE OPERATORS

(National Industrial Conference Board, Inc.)

Salary Class	Number in Each Class		
	Both Sexes	Male	Female
Dollars			
15.00 and under	291	56	235
15.01–17.00	202	12	190
17.01–19.00	320	85	235
19.01–21.00	440	77	363
21.01–23.50	541	80	461
23.51–26.00	434	58	376
26.01–30.00	459	86	373
Over 30.00	206	90	116
Total	2,893	544	2,349

TABLE 17: RANGE OF SALARIES PAID TO SWITCHBOARD OPERATORS

(National Industrial Conference Board, Inc.)

Salary Class	Number in Each Class		
	Both Sexes	Male	Female
Dollars			
15.00–16.50	34	4	30
16.51–18.00	80	3	77
18.01–19.50	54	3	51
19.51–21.00	164	9	155
21.01–22.50	62	5	57
22.51–25.00	120	9	111
25.01–27.50	66	0	66
Over 27.50	118	2	116
Total	698	35	663

The salaries of file clerks range from $10 to somewhat over $25, the prevailing salary for both males and females being between $16 and $19, as indicated in Table 15.

The salaries of mail clerks are approximately the same as those of file clerks. In this single instance, however, the prevailing salary of males is less than that of females, the largest number of males, shown for mail clerks in Table 15, being found in the group receiving $12 to $14, the largest number of females being in the group receiving from $16 to $19. This may be explained by the fact, already noted, that the male group probably includes a large percentage of immature persons.

The figures shown in Table 16 cover the operators of vari-

ous office appliances such as addressing, billing, bookkeeping, calculating and duplicating machines. In the questionnaire sent out by the Conference Board separate data were requested for each type of work, but the number of employees reported in some instances was so small that it was necessary to combine the five groups into one. Since the ability and training required for the operation of a bookkeeping or calculating machine are greater than are needed in the case of the simpler appliances, the prevailing salaries for operators of the former are undoubtedly higher than those indicated by the totals for the group of machine operators as a whole. The largest number of males is found in the group receiving $30 or more; of females, in the group receiving from $21 to $23.50, as shown in Table 16.

The data obtained on the salaries of switchboard operators, covering 663 females and 35 males, given in Table 17, show that the prevailing salary is between $19.50 and $21. In comparison with other types of office work of a corresponding grade, this occupation seems to be particularly well paid. Of the 663 female telephone operators reported, 76% receive more than $19.50 per week, while in the case of inexperienced typists 76% receive less than that amount.

Bank Tellers

The data obtained regarding the salaries of bank tellers, shown in Table 18, were restricted to males; they cover only

TABLE 18: SALARIES OF BANK TELLERS IN TWELVE CITIES

(National Industrial Conference Board, Inc.)

Cities	$15.00–$20.00	$20.01–$25.00	$25.01–$30.00	$30.01–$35.00	$35.01–$40.00	$40.01–$45.00	$45.01–$50.00	Over $50.00
	M.	M.	M.	M.	M.	M.	M.	M.
Total	7	2	31	97	38	62	63	41
Baltimore	..	..	..	..	1	..	3	..
Chicago	..	..	..	..	1	2	2	1
Cleveland	..	..	3	13	8	16	24	19
Detroit	..	..	..	3	..	6	5	2
Kansas City	..	1	3	4	5	1	3	..
Minneapolis	..	..	..	20	..	..	..	..
New York	..	..	..	..	3	1	5	9
Philadelphia	7	..	3	4	5	4	7	4
Pittsburgh	..	..	..	..	..	2	3	3
Portland, Ore.	..	..	..	2	..	..	..	..
San Francisco	..	..	20	40	13	24	6	2
Seattle	..	1	2	11	2	6	5	1

twelve of the eighteen cities from which information was requested. The prevailing salary indicated by the figures is between $30 and $35, although this is evidently lower than the average salary, since approximately 60% of the employees reported receive more than $35 a week.

Office Occupations Compared

In the tables which have thus far been presented it has been observed that there is a considerable range of salary for each occupation considered separately, and that in some cases this range is at a considerably higher level than in others. How do these different occupations compare with one another? This question can be only vaguely answered by casual inspection of the tables. Since, for reasons already explained, average salaries have not been computed, the best means of determining the rank of the several occupations is by the device of the median. For each occupation the salary drawn by the person who stands midway between the highest and the lowest is representative of the occupation as a whole. Since, however, the available data are not expressed in individual salaries, but in salary groups, it is only the median group which can be determined from the figures as they stand. If these groups are fairly wide and the median group for two occupations is found, for example, in salary class $20 to $25, it by no means follows that the median is the same for each. An appreciable range of variation between $20.01 and $24.99 is possible. It is desirable, therefore, to determine a theoretical median for each occupation. This is done on the assumption, admittedly theoretical in the case of such phenomena as salaries, that all the items in the median group are evenly spread out between the class limits. If, for example, the class limits are $10 and $15, if the group contains 100 members and one-fifth of the class is necessary to reach the median position of the entire group, the median would be computed as $11. Whatever defects the calculation may possess, it is to be remembered that in application they fall equally upon each group to which they may be applied.

In Table 19 is given the salary class in which the salary received by this median employee falls, and also the computed amount received by this employee. For the conve-

nience of the reader the occupations are arranged in the order of the computed medians, ascending from the lowest to the highest.

TABLE 19: SALARY GROUP OF MEDIAN EMPLOYEE, AND COMPUTED COMPENSATION OF MEDIAN EMPLOYEE

(National Industrial Conference Board, Inc.)

Occupation	Rate per Week	
	Median Group	Computed Median
Mail clerks	$14.01–$16.00	$15.38
Inexperienced typists	15.01– 16.50	16.39
File clerks	16.01– 19.00	17.45
General clerks	18.01– 20.00	19.38
Experienced typists	20.51– 22.00	20.75
Order clerks	20.01– 22.00	21.35
Switchboard operators	21.01– 22.50	21.41
Junior stenographers	20.51– 22.00	21.65
Junior clerks	20.01– 22.00	21.66
Labor-saving machine operators	21.01– 23.50	21.89
Payroll clerks	26.01– 30.00	27.06
Senior stenographers	25.01– 27.50	27.47
Cost clerks	26.01– 30.00	27.72
Shipping clerks	26.01– 30.00	27.84
Ledger clerks	27.01– 30.00	28.01
Senior clerks	30.01– 35.00	30.08
Secretarial stenographers	30.01– 35.00	32.35
Cashiers	35.01– 40.00	37.77
Head bookkeepers	40.01– 45.00	41.34
Chief clerks	45.01– 50.00	49.87

While these figures reflect the relative importance assigned in office work to the various occupations cited, they also reflect in no small degree the age and experience of those who fill them. It will be recognized at a glance, by those familiar with office organization, that the positions carrying the smaller salaries are those to which the beginners are usually assigned. While no definite line of promotion is here indicated—what that would be depends largely upon the internal organization of the office—it is probable that a majority of those employed in the lower salaried occupations will, in time, if they remain in employment, be promoted to one of the higher paid positions.

Disregarding any question of age and experience and also for the present the distinction between men and women, the range of salaries which office positions carry with them can be effectively displayed by means of charts which show the

cumulative percentage distribution of salaries of office employees in various occupations.

To avoid overcrowding and confusion of lines two charts have been prepared to illustrate the facts in the situation. Chart 1 refers to selected occupations which are distinctive of the various types of office occupations from the lowest in salary range to the highest. In this chart stenographers and typists are, for example, represented by a single classification, employees whose duties are highly specialized, by cost clerks, as typical of this group, and employees whose duties are less specialized, by senior and junior clerks, while minor clerical positions are represented by mail clerks and file clerks.

While the median in this chart gives an excellent ranking of occupations, there are other matters of interest, particularly the overlapping of the salary lines and the range of salaries for given occupations. The chart shows, for example, that a goodly number of head bookkeepers receive larger salaries than many chief clerks, or conversely that about 25 per cent of the chief clerks receive salaries lower than half of the head bookkeepers. In some of the occupations the range of salaries paid is quite small; in others it is considerable. The range is naturally largest in those occupations in which the work is less definitely specialized, as, for example, in the case of general clerks and senior clerks as contrasted with experienced typists or senior stenographers. The lower also the median for any occupation, the less, generally, is the spread of the salaries paid.

Chart 2 on a larger scale gives the details for other occupations. It shows, among other things, a somewhat distinct grouping as respects the salary scale. In the upper group along with cost clerks and senior stenographers shown in Chart 1 will be found ledger clerks, payroll clerks and shipping clerks. In the lower salary group, besides the junior clerks and experienced typists who figure in Chart 1, are found junior stenographers, switchboard operators, operators of labor-saving machines. Order clerks appear partly in this group, but in the higher ranges of salary reach the group first named. Below these two groups are the mail clerks and file clerks shown on Chart 1, the inexperienced typists and the beginners among the general clerks.

CHART 1: OFFICE SALARIES IN SELECTED OCCUPATIONS—CUMULATIVE PERCENTAGE DISTRIBUTION

(National Industrial Conference Board, Inc.)

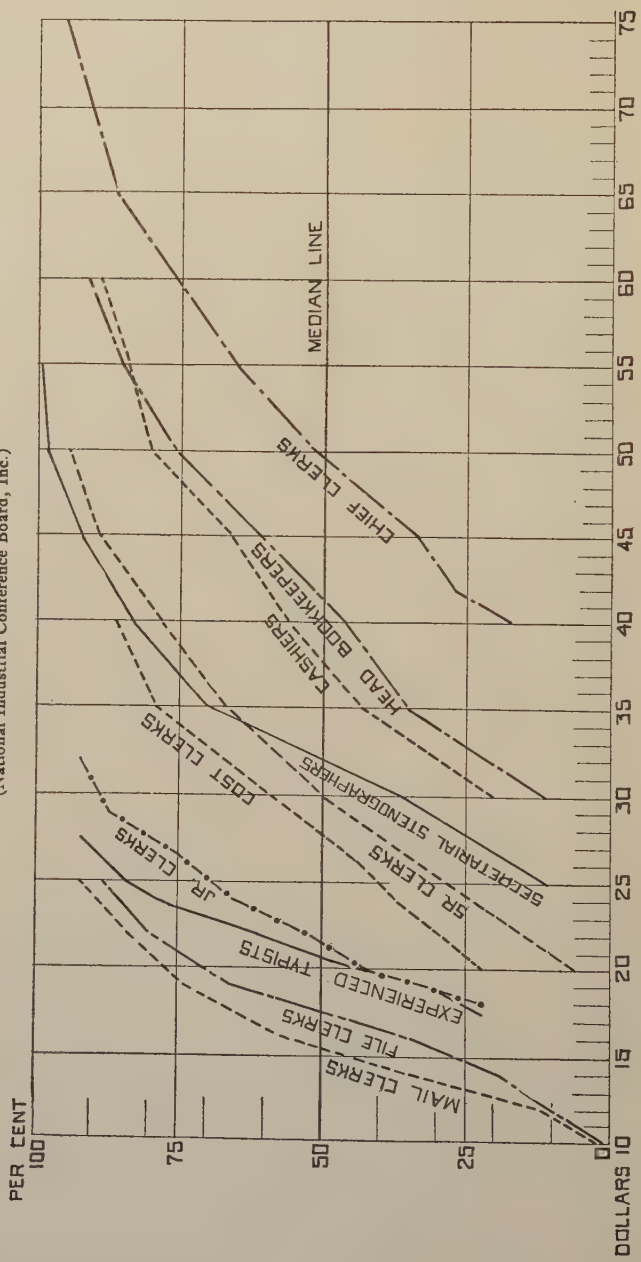
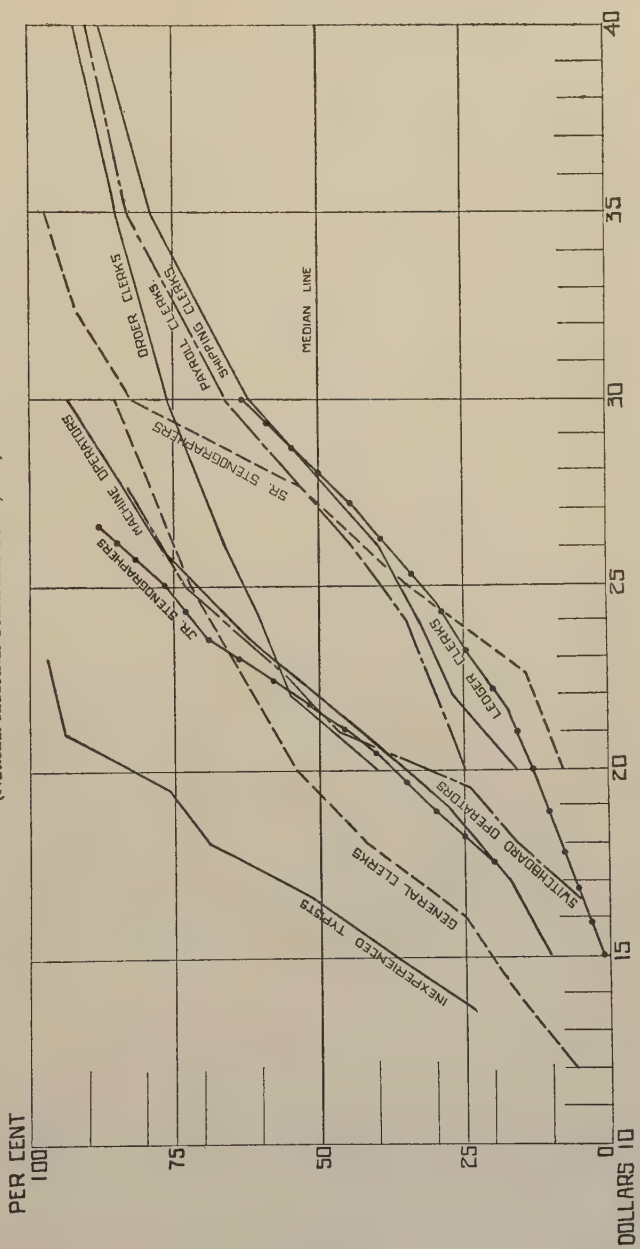


CHART 2: OFFICE SALARIES IN MINOR CLERICAL POSITIONS—CUMULATIVE PERCENTAGE DISTRIBUTION

(National Industrial Conference Board, Inc.)



CHAPTER II

RELATIVE POSITION OF MEN AND WOMEN IN OFFICE EMPLOYMENT

IT IS a commonplace that men usually receive more than women for doing substantially the same work. The results of the investigation furnish some measure of the difference in compensation between the sexes. They do not, of course, furnish an exact measure, and it is doubtful whether such precise determination of the degree of difference is possible of attainment through statistical procedure. It would involve the gathering of parallel cases in which the work was absolutely identical not only in name but in fact. If it be true that, as a rule, men display more initiative, have a greater willingness to assume responsibility, are more regular in attendance and possess other qualities which, as a rule, make their work in a given position somewhat more valuable than that of the average woman, then the problem of equality of work becomes very difficult. Unless there is an assurance that the quantity and quality of work performed by men and by women in the same occupation are in fact identical it would be difficult to determine how far the wages of men and women differed merely by reason of the differences of the sexes. Whether in any considerable degree by reasons of differences in the character of the work done in positions apparently similar, or whether in large measure because of an old tradition that woman's work is less valuable than man's, there is a marked disparity in salaries paid to men and to women even when they are occupied in office work which is apparently of the same character.

Salaries of Men and Women Compared

Salary differences between the sexes are well illustrated by an analysis of the highest paid and lowest paid groups in each of the twenty types of office employment. In Table 20 is shown the percentage of the total number reported for each sex found in the highest and in the lowest salary group for each occupation.

TABLE 20: PERCENTAGE OF TOTAL FOR EACH SEX IN HIGHEST AND LOWEST PAID GROUP IN EACH OF TWENTY TYPES OF OFFICE EMPLOYMENT

(National Industrial Conference Board, Inc.)

Occupation	Highest Salaried Group		Lowest Salaried Group	
	Males	Females	Males	Females
Chief clerk	6.1	1.0	9.4	69.8
Senior clerk	10.9	0.5	0.3	11.4
Junior clerk	13.0	1.5	8.6	42.0
Head bookkeeper	11.5	1.0	6.6	23.6
Cashier	14.4	1.0	11.2	43.8
General clerk	33.6	1.8	2.6	8.8
Ledger clerk	48.7	7.0	1.1	0.5
Cost clerks	22.2	0.3	4.2	52.5
Payroll clerks	16.8	1.7	7.9	45.2
Order clerks	10.6	1.1	35.9	52.3
Shipping clerks	12.5	1.8	14.3	47.2
Secretarial stenographer	5.3	1.1	3.2	11.0
Senior stenographer	21.1	3.0	2.3	7.7
Junior stenographer	31.0	12.4	10.3	19.8
Experienced typist	15.5	7.1	9.1	23.2
Inexperienced typist	16.6	2.3	50.0	22.2
File clerks	12.8	12.1	19.0	8.4
Mail clerks	8.6	7.0	2.3	0.4
Labor-saving machine operators	16.5	4.9	10.2	10.0
Switchboard operators	5.7	17.4	11.4	4.5

In the highest paid group for each occupation the percentages of all women employed are, with one exception, smaller than those for men, and in the majority of occupations a very considerable difference exists. In the case of switchboard operators, the percentage of females in the highest paid group is greater than that of the males. This would seem to be explained by the fact that, while boys are sometimes employed for this work, they are usually transferred to other employment upon reaching maturity. In the case of file clerks the two percentages are approximately the same, which would appear to indicate a special adaptability on the part of women for this particular type of work.

The lowest paid group shows converse conditions. Generally speaking, a much larger percentage of the women employed in any given occupation is found in the lowest salary group than is the case among men. The exceptions to the rule are found among switchboard operators, inexperienced typists and file clerks. It has already been noticed that the operation of a switchboard for males is as a rule merely an introduction to office work rather than a distinctive occupa-

tion. In a measure the same seems to be true of typing. In the aggregate number of cases reported male inexperienced typists number only 18 and switchboard operators only 26. On the other hand, among nearly 1,100 file clerks for whom information was received over fifteen per cent were males. Women, as before suggested, seem to have greater aptitude than men for this occupation.

The preceding comparisons exhibit the relative positions of men and women in each of the occupations investigated by comparing the upper and lower salary scales. They may be supplemented by a figure, if such can be found, which fairly represents the usual conditions. Such a figure is found in the median which was used to rank different occupations with respect to one another. It can be used in analogous manner to rank in each occupation the male group in comparison with the female group. It will be remembered that it represents the computed middle point of the salary scale. In applying this method of analysis to the figures for men, on the one hand, and for women, on the other, within the same occupation, it is properly restricted to those occupations in which each of the sexes is fairly well represented. It is not especially significant when applied to occupations which are almost exclusively masculine, or to those which are preeminently feminine.

Table 21 shows the position of the man who stands at the middle salary point for men in each particular occupation specified and contrasts it with that of the woman who occupies a similar position for women employed in the same occupation.

TABLE 21: COMPUTED SALARY PAID TO THE MEDIAN MAN AND THE MEDIAN WOMAN IN CERTAIN OCCUPATIONS

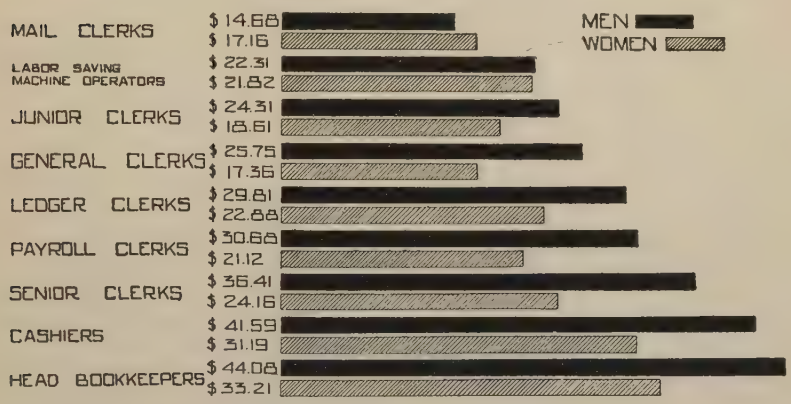
(National Industrial Conference Board, Inc.)

	Men		Women
Mail clerks	$14.68		$17.16
Order clerks	21.84	Under	20.01
Labor-saving machine operators	22.31		21.82
Junior clerks	24.25		18.61
General clerks	25.75		17.36
Ledger clerks	29.81		22.88
Payroll clerks	30.68		21.12
Cost clerks	31.95	Under	20.00
Senior clerks	36.41		24.16
Cashiers	41.59		31.19
Head bookkeepers	44.08		33.21

The facts presented in the foregoing table are, so far as they lend themselves to graphic presentation, shown also in Chart 3. An examination of table or chart shows that in one occupation only, that of mail clerks, is the computed median lower for men than for women. Allusion has already been made to the fact that for men and boys this is frequently a beginners' position from which they are likely to rise to those which carry a higher salary scale. In all other occupations the median for women is below that for men. The gap between the two sexes grows as the salary scale advances.

CHART 3: COMPUTED MEDIAN SALARY FOR MEN AND WOMEN IN CERTAIN CLERICAL OCCUPATIONS

(National Industrial Conference Board, Inc.)



The difference, for example, in the occupation of labor-saving machine operators is only 49 cents, or a little more than two per cent of the man's median salary. In the case of head bookkeepers, on the other hand, the difference is $10.87, or over twenty-four per cent of the median salary for men.

Number of Women Office Employees

Another aspect of the mutual relations of men and of women in office work is the extent to which such work is done by employees of one sex or of the other. Although the data assembled in this investigation are insufficient to determine with any degree of accuracy the relative employment in the

separate cities of men and women in the various office occupations covered, enough replies were received from six of the eighteen cities to provide a reasonable foundation for some tentative conclusions with respect to those cities.[1] In Table 22 the occupations already discussed are combined into four groups on the basis of rank or similarity of work, and in each group the total number of males and females respectively for each of the six cities having a coverage of more than 2,000 office employees is given.

TABLE 22: EMPLOYMENT OF MEN AND WOMEN IN SIX CITIES
(National Industrial Conference Board, Inc.)

Cities	Chief Clerical Positions [a]		Minor Clerical Positions [b]		Stenographers and Typists		Other Office Employees [c]		Total [d]	
	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.
Boston	199	221	377	638	5	238	61	290	642	1,387
Chicago	365	457	397	401	49	527	141	362	952	1,747
Detroit	373	122	708	466	22	582	132	507	1,235	1,677
Kansas City	196	71	827	767	23	381	262	411	1,308	1,630
Los Angeles	311	87	552	459	9	517	84	341	956	1,404
New York	391	351	744	447	29	559	114	504	1,278	1,861

[a] Includes chief clerks, head bookkeepers, senior clerks and cashiers.
[b] Includes junior clerks, ledger clerks, general clerks, cost clerks, payroll clerks, order clerks and shipping clerks.
[c] Includes file and mail clerks, labor-saving machine operators and switchboard operators.
[d] Exclusive of bank tellers.

In the figures collected in this investigation women employees outnumber the men in each of these six cities, and in two of them, Boston and Chicago, the excess of women is quite noticeable. In the former city there are more than twice as many women as men reported, in the latter nearly twice the number. Among the four groups here represented that of stenographers and typists, with its marked preponderance of women, contains in four out of six cities the largest number of women reported in any group. The deduction of this distinctively feminine employment group affects materially the distribution of men and women among other office employees. The figures for men and women after excluding the group, stenographers and typists, follow:

[1] In the census of 1920 three of the eighteen cities, Boston, Minneapolis, and Seattle, reported more men than women engaged in clerical pursuits.

	Men	Women
Boston	637	1,149
Chicago	903	1,220
Detroit	1,213	1,095
Kansas City	1,285	1,249
Los Angeles	947	987
New York	1,249	1,302

It is clear that for these other employments the disparity between the numbers of the two sexes, except in Boston and in less degree in Chicago, in large measure disappears. In the other cities the figures are more nearly equal, with more men than women in two of them, Detroit and Kansas City.

If attention is given to the specific groups it is seen that in both Boston and Chicago more women than men are reported in the chief clerical positions. In Detroit and Kansas City women constitute only about one-quarter, in Los Angeles only one-fifth, of this group. New York occupies a middle position with approximately 47 per cent of women among employees of this class. In the miscellaneous group of other office employees women uniformly outnumber men, though not in the same degree as among stenographers and typists. Except in Boston and Chicago, men outnumber women, sometimes considerably, in the second group of minor clerical positions.

It is evident, even from the limited data made available by this survey, that women occupy an important position in the field of office employment. Although the general level of salaries is lower in the case of women than in that of men, female employees were reported for all of the higher paid groups of the twenty general office occupations. It is clear that the opportunities for advancement are not so extensive in the case of women as in that of men, a condition indicated by the numerical preponderance of males both in the better paid occupations and in the higher salary groups within each occupation.

CHAPTER III

CONCLUSION

IT IS extremely difficult to evaluate the position of the office worker in comparison with workers in other fields. A glance at the preceding tables indicates not only a considerable variation in the salaries paid for different types of office work but also, in the majority of cases, a considerable spread in the salaries paid in individual occupations. To a large extent this spread may be accounted for on the basis of differences in age and experience and in some cases doubtless to differences in administrative responsibility. Nevertheless, the fact remains that even in the subordinate positions the spread between the lowest and the highest paid groups is greater than the average wage differences between skilled and unskilled manual workers.[1] In view of this condition any figure purporting to give the average salary paid for office work would be misleading and unsatisfactory as a basis of comparison with wages in other fields.

Some degree of approximation of the relative economic status of office workers in the industrial world may be made, however, by comparing the general level of salaries for ordinary clerical work with the average earnings of factory employees. Of the various types of office work, six of the occupations listed correspond with reasonable closeness with one another both in the character of the work and in the amount of salary customarily paid. These occupations include general clerks, ledger clerks, payroll clerks, cost clerks, order clerks and shipping clerks. They are, on the whole, characteristic of office employment comprising routine work performed under supervision. In these combined occupations the approximate average salary would appear to be close to $25 per week.[2] This is slightly less than the average

[1] See for comparison the average rates paid for unskilled and skilled workers in the building trades, National Industrial Conference Board, "Wages in the United States," New York, 1926, p. 87.

[2] Of the total number reported for these six positions, 39% receive less than $20, while 24% receive more than $30.

weekly earnings of manual workers in twenty-five industries which in the first quarter of 1926 was given by the Conference Board as $27.27.[1]

But any comparison of the salaries of office employees with the wages of manual workers must take into account certain features of office employment which render it more attractive in many respects than factory work. Office work is not hazardous, although it tends to deprive the worker of the physical exercise necessary to complete physical well-being. The hours of employment are uniformly shorter than in factories, averaging probably between seven and eight per day. The work is not seasonal and the office employee is ordinarily more secure in periods of business depression. But these considerations are probably less important than the social status attached to office employment. Because, possibly, of the closer contact of the clerical force with management or to the apparently greater opportunities for advancement, office work is generally held in greater social esteem than is manual labor. In view of these several considerations the economic status of the office employee is not to any great extent out of line with that of wage earners in other fields of employment.

[1] National Industrial Conference Board, "Wages in the United States," *op. cit.*, p. 36.

APPENDIX

STATISTICAL TABLES

Table A: Salaries of Chief Clerks in Eighteen Cities

(National Industrial Conference Board, Inc.)

Cities	Below $40.00		$40.00–$42.00		$42.01–$45.00		$45.01–$50.00		$50.01–$55.00		$55.01–$65.00		$65.01–$75.00		Over $75.00	
	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.
All cities	62	65	64	8	43	4	126	6	104	6	155	2	62	1	40	1
Baltimore	6	3	2	..	5	1	3	..	9	1	7	..	2	..	..	..
Boston	7	4	8	..	11	1	5	..	10	..	5	..	..	..	1	..
Buffalo	1	2	1	..	1	..	2	..	..	..	5	..	4	..	1	..
Chicago	6	4	5	1	..	1	9	1	11	2	28	..	7	..	3	..
Cincinnati	5	1	6	..	1	..	3	..	..	..	1	1	..	..	..	..
Cleveland	1	4	3	..	..	..	3	..	11	1	9	..	9	..	2	..
Denver	7	2	4	..	3	..	3	..	..	..	2	..	..	..	2	..
Detroit	7	22	..	1	1	..	41	1	15	1	18	..	8	..	4	..
Kansas City	4	1	3	2	1	..	2	..	3	1	4	..	3	..	2	..
Los Angeles	8	3	7	..	4	..	15	..	..	..	8	..	4	..	..	..
Minneapolis	4	2	1	..	2	..	..	..	3	..	..	..	..	..	..	..
New Orleans	..	..	2	..	1	..	4	..	..	..	1	..	..	..	1	..
New York	..	3	7	1	3	1	9	1	21	..	24	..	7	..	15	..
Philadelphia	1	2	1	1	1	..	7	..	6	..	8	..	4	1	1	..
Pittsburgh	..	..	1	..	1	..	..	1	1	..	5	..	1	..	3	..
Portland, Ore.	..	5	3	..	1	..	7	1	2	..	2	..	1	..	..	..
San Francisco	1	6	1	..	3	..	2	..	3	..	8	1	4	..	5	..
Seattle	..	..	..	1	1	..	2	..	..	..	3	..	2	..	..	1
Railroads	4	1	9	1	3	..	9	1	9	..	17	..	6	..	..	..

Table B: Salaries of Senior Clerks in Eighteen Cities

(National Industrial Conference Board, Inc.)

Cities	Below $20.00		$20.00–$25.00		$25.01–$30.00		$30.01–$35.00		$35.01–$40.00		$40.01–$45.00		$45.01–$50.00		Over $50.00	
	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.
All cities	6	164	109	663	305	401	422	143	347	36	344	17	141	4	206	7
Baltimore	4	2	13	14	9	9	17	5	12	2	5	..	2	..	2	..
Boston	..	1	64	159	56	41	3	..	9	..	6	..	..	..	..	..
Buffalo	..	..	..	1	2	..	6	..	7	..	10	..	5	..	7	..
Chicago	..	28	3	194	84	150	78	51	32	12	15	..	9	1	6	1
Cincinnati	..	11	4	7	31	..	16	2	14	2	5	..	3	..	2	..
Cleveland	..	..	..	17	1	24	28	6	13	..	32	..	10	..	13	..
Denver	..	5	..	1	7	1	7	..	4	1	3	..	1	..	5	..
Detroit	2	4	5	25	10	38	40	10	42	2	104	..	17	1	24	..
Kansas City	..	4	7	23	12	7	19	14	30	2	19	5	21	..	21	..
Los Angeles	..	..	6	16	29	28	55	7	26	2	26	4	26	1	18	1
Minneapolis	..	..	3	2	1	2	2	..	11	..	3	..	..	..	..	..
New Orleans	..	..	..	..	..	..	6	..	1	2	4	..	1	..	5	..
New York	..	99	..	179	14	44	69	10	78	2	38	1	34	1	45	1
Philadelphia	..	9	1	10	5	10	15	3	14	1	13	..	4	..	22	1
Pittsburgh	..	..	..	..	4	7	2	1	6	..	1	..	..	..	..	..
Portland, Ore.	..	..	..	8	..	6	15	4	5	1	3	..	..	..	..	..
San Francisco	..	..	..	7	3	8	10	9	11	5	33	6	4	..	26	3
Seattle	..	1	..	..	1	3	2	9	1	2	3	1	2	..	4	..
Railroads	..	..	3	..	36	23	32	12	31	..	21	..	2	..	6	..

Table C: Salaries of Junior Clerks in Eighteen Cities

(National Industrial Conference Board, Inc.)

Cities	$18 and under		$18.01–$20.00		$20.01–$22.00		$22.01–$24.00		$24.01–$26.50		$26.51–$29.00		$29.01–$32.00		Over $32.00	
	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.
All cities	143	489	256	300	170	96	229	140	236	65	289	39	116	15	216	18
Baltimore	5	1	5	2	1	..	2	3	2	4	..	..	..	..	..	1
Boston	23	149	31	93	14	33	2	21	5	3	4	..	2	..	10	..
Buffalo	2	3	2	..	1	1	1	3	6	4	8	3	10	..	20	..
Chicago	13	140	18	92	17	12	10	9	8	4	14	5	10	..	..	..
Cincinnati	5	6	16	1	3	4	7	2	8	3	..	1	..	..	..	..
Cleveland	5	99	2	22	5	2	10	3	2	2	21	1	1	1	17	..
Denver	4	..	..	..	..	..	2	..	1	..	3	..	4	..	2	..
Detroit	31	7	4	39	37	16	46	26	23	4	23	3	4	..	54	1
Kansas City	4	24	23	6	19	5	23	25	42	4	38	3	22	..	32	..
Los Angeles	1	5	2	13	9	5	4	18	19	9	70	8	10	2	33	3
Minneapolis	..	1	..	..	1	..	1	..	1	1	..	1	..	..	1	..
New Orleans	..	4	..	..	..	1	10	2	1	1	1	..	..	..	..	..
New York	28	27	127	12	53	2	37	6	45	9	23	2	24	9	13	4
Philadelphia	..	1	5	4	5	4	2	2	6	2	20	..	..	2	5	..
Pittsburgh	..	..	1	..	1	..	9	..	..	1	..	..	..	..	1	..
Portland, Ore.	..	10	..	10	..	4	4	1	2	..	5	1	4	..	..	..
San Francisco	5	9	2	2	2	4	19	4	4	3	19	6	2	..	18	9
Seattle	1	3	..	3	..	3	1	..	1	1	3	2	..	1	1	..
Railroads	16	..	18	1	2	..	39	15	60	10	37	3	23	..	9	..

Table D: Salaries of Head Bookkeepers in Eighteen Cities

(National Industrial Conference Board, Inc.)

Cities	Below $30.00		$30.00–$35.00		$35.01–$40.00		$40.01–$45.00		$45.01–$50.00		$50.01–$55.00		$55.01–$60.00		Over $60.00	
	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.
All cities	20	22	57	38	34	11	49	9	56	5	32	3	19	4	35	1
Baltimore	2	1	1	3	3	..	2	..	2	..	..	1	1	..	1	..
Boston	5	2	3	4	1	3	1	1	..	..	1	..	1	..	..	1
Buffalo	..	1	..	1	1	..	3	..	2	..	..	..	..	..	1	..
Chicago	1	..	3	1	5	..	13	1	10	1	8	2	5	..	3	..
Cincinnati	..	..	2	2	1	..	1	..	..	..	..	..	..	..	..	..
Cleveland	..	..	..	1	2	..	1	..	1	..	3	..	2	..	2	..
Denver	1	2	4	3	2	1	4	..	4	..	..	..	..	..	..	..
Detroit	..	..	2	2	4	1	3	1	4	..	3	..	3	1	5	..
Kansas City	1	2	4	1	1	1	3	1	1	..	1	..	..	..	2	..
Los Angeles	3	2	13	5	1	..	3	2	7	2	6	..	2	1	6	..
Minneapolis	..	4	1	2	2	..	1	..	3	..	1	..	1	..	..	..
New Orleans	1	1	2	..	..	..	..	..	1	..	2	..	1	..	..	..
New York	1	..	2	3	2	..	2	..	7	..	..	..	..	..	2	..
Philadelphia	..	..	1	5	5	3	1	..	2	..	1	..	3	1	5	..
Pittsburgh	..	1	1	..	..	..	1	1	1	..	2	..	..	..	4	..
Portland, Ore.	..	5	1	1	1	2	1	1	2	..	..	..	..	..	..	..
San Francisco	2	..	11	1	1	..	3	1	6	1	1	..	..	1	3	..
Seattle	..	1	2	3	1	..	5	..	3	1	3	..	..	..	1	..
Railroads	3	..	4	..	1	..	1	..	..	..	..	..	..	..	..	

Table E: Salaries of Cashiers in Eighteen Cities

(National Industrial Conference Board, Inc.)

Cities	Below $30.00		$30.00–$35.00		$35.01–$40.00		$40.01–$45.00		$45.01–$50.00		$50.01–$55.00		$55.01–$60.00		Over $60.00	
	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.
All cities	31	43	63	25	34	12	33	8	41	8	15	1	20	..	40	1
Baltimore	..	3	6	..	2	..	1	..	..	..	..	..	1	..	3	..
Boston	..	3	2	1	..	..	..	..	..	..	..	..	..	..	..	..
Buffalo	..	..	1	..	1	1	..	..	2	1	..	..	1	..	1	..
Chicago	..	2	3	2	3	..	4	..	5	1	..	..	4	..	2	1
Cincinnati	..	1	..	2	..	1	..	..	1	1	..	..	..	..	..	..
Cleveland	3	..	6	1	2	..	..	..	1	..	1	..	1	..	3	..
Denver	..	1	5	1	3	..	1	..	3	..	1	..	1	..	..	..
Detroit	..	6	2	2	1	2	..	2	4	..	2	..	..	..	2	..
Kansas City	7	4	8	..	4	..	1	..	2	3	3	..	6	..	1	..
Los Angeles	3	5	13	3	3	2	4	2	10	1	1	..	1	..	3	..
Minneapolis	12	6	2	2	..	2	3	2	1	1	..	..	1	..	1	..
New Orleans	..	1	..	..	1	..	3	..	1	..	..	..	2	..	2	..
New York	1	..	1	2	2	1	3	1	..	..	1	1	..	..	3	..
Philadelphia	..	..	..	1	4	1	..	..	3	..	1	..	..	..	2	..
Pittsburgh	..	1	3	..	1	..	..	..	1	..	1	..	..	..	..	..
Portland, Ore.	1	3	1	2	2	1	4	..	1	..	..	..	1	..	..	..
San Francisco	..	5	5	3	3	1	4	..	3	..	4	..	..	..	15	..
Seattle	1	2	3	3	..	..	3	1	2	..	..	..	..	..	..	..
Railroads	3	..	2	..	2	..	2	..	1	..	..	..	1	..	2	..

Table F: Salaries of General Clerks in Eighteen Cities

(National Industrial Conference Board, Inc.)

Cities	$10.00–$12.00		$12.01–$14.00		$14.01–$16.00		$16.01–$18.00		$18.01–$20.00		$20.01–$25 00		$25.01–$30.00		Over $30.00	
	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.
All cities	49	230	56	367	111	287	145	596	151	375	351	459	352	215	616	48
Baltimore	14	27	10	37	16	37	9	40	6	15	13	12	2	1	1	..
Boston	2	..	2	32	2	12	3	26	8	10	21	15	30	37	64	5
Buffalo	1	..	..	1	1	3	5	3	2	2	5	8	5	3	5	..
Chicago	..	..	2	1	3	2	2	12	2	18	6	10	15	1	18	..
Cincinnati	1	3	18	17	7	20	6	19	4	7	9	6	1	..	..	..
Cleveland	3	5	1	3	5	1	4	27	3	33	10	84	27	38	58	15
Denver	1	3	1	..	1	2	1	9	3	2	15	5	17	7	36	..
Detroit	..	..	..	10	..	6	5	69	2	41	8	58	32	27	63	2
Kansas City	16	173	5	141	23	71	18	69	33	42	39	37	1	9	15	..
Los Angeles	6	7	2	1	..	1	16	95	16	119	52	62	53	11	26	3
Minneapolis	..	..	3	8	1	21	4	26	10	27	15	32	35	12	49	7
New Orleans	3	2	..	5	1	..	2	..	..	..	..	..	2	1	3	2
New York	2	..	12	78	19	92	41	77	35	24	42	17	27	5	33	10
Philadelphia	..	3	..	5	13	14	9	34	2	20	33	27	31	6	21	1
Pittsburgh	..	..	..	..	1	3	..	11	..	..	6	11	7	1	6	..
Portland, Ore.	..	7	..	21	..	1	..	16	2	8	4	10	4	1	8	..
San Francisco	..	..	..	..	12	..	19	3	..	5	19	6	9	13	32	3
Seattle	..	..	..	1	2	..	1	4	1	1	2	3	4	5	6	..
Railroads	..	..	..	6	4	1	..	56	22	1	52	56	50	37	172	..

Table G: Salaries of Ledger Clerks in Eighteen Cities

(National Industrial Conference Board, Inc.)

Cities	$10.00–$15.00		$15.01–$20.00		$20.01–$21.50		$21.51–$23.00		$23.01–$24.50		$24.51–$27.00		$27.01–$30.00		Over $30.00	
	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.
All cities	6	1	39	46	11	15	17	38	27	15	60	34	104	31	251	14
Baltimore	4	..	12	1	..	..	1	..	1	..	4	..	1	..	3	..
Boston	..	..	4	3	2	..	4	13	..	..	17	20	9	..	25	1
Buffalo	..	..	..	1	..	..	..	..	..	..	..	..	..	1	5	3
Chicago	..	..	7	2	..	3	3	1	1	..	2	1	1	3	12	..
Cincinnati	1	..	2	..	..	..	..	2	..	2	..	..	1	1	..	..
Cleveland	..	..	..	2	1	2	..	11	..	..	..	1	1	..	14	1
Denver	..	..	..	1	..	1	..	..	..	..	3	..	1	1	..	..
Detroit	..	..	..	10	..	7	..	..	..	..	..	5	4	7	55	4
Kansas City	..	..	1	12	4	..	2	6	6	2	4	..	3	..	21	..
Los Angeles	..	..	..	..	..	1	1	..	7	9	6	1	20	13	17	1
Minneapolis	..	1	..	10	..	1	..	..	..	..	..	..	3	..	..	..
New Orleans	..	..	4	..	..	..	..	..	..	..	..	..	..	..	2	..
New York	..	..	4	..	3	..	4	1	6	..	10	..	6	1	37	..
Philadelphia	..	..	..	1	1	..	2	1	..	1	3	2	4	2	25	1
Pittsburgh	..	..	2	1	..	..	..	2	1	1	1	3	..	..	..	..
Portland, Ore.	..	..	..	2	..	..	..	1	..	..	1	..	1	1	2	1
San Francisco	1	..	3	..	..	..	..	..	3	..	9	1	36	1	22	2
Seattle	..	..	..	..	..	..	..	..	2	..	..	..	11	..	4	..
Railroads	..	..	..	..	..	..	..	..	..	..	..	..	2	..	7	..

Table H: Salaries of Cost Clerks in Eighteen Cities

(National Industrial Conference Board, Inc.)

Cities	$20 and under		$20.01–$22.00		$22.01–$24.00		$24.01–$26.00		$26.01–$30.00		$30.01–$35.00		$35.01–$40.00		Over $40.00	
	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.
All cities	24	176	27	31	39	35	36	21	97	46	154	23	63	2	126	1
Baltimore	3	5	2	1	..	..	..	..	2	1	2	1	4	..	1	..
Boston	4	28	1	4	..	1	2	..	3	1	1	1	1	..	2	..
Buffalo	..	2	..	..	2	..	1	..	6	3	4	1	5	..	5	..
Chicago	2	7	4	2	5	..	2	2	4	3	5	2	5	..	14	..
Cincinnati	2	6	..	..	..	..	1	..	2	..	5	..	..	..	2	..
Cleveland	1	2	2	5	1	6	..	2	8	1	19	1	10	1	3	..
Denver	..	2	..	..	..	..	2	..	3	1	8	..	2	..	5	..
Detroit	2	9	2	5	1	15	3	..	18	5	45	..	12	..	36	..
Kansas City	1	92	10	4	20	3	8	1	9	2	7	2	1	..	6	..
Los Angeles	2	9	1	2	2	5	9	5	6	10	11	5	5	..	12	1
Minneapolis	2	1	..	..	1	..	1	..	4	2	5	..	2	..	..	..
New Orleans	3	1	3	..	1	..	..	..	1	..	..	..	1	..	..	..
New York	..	..	..	1	..	..	..	1	..	2	..	..	..	1	18	..
Philadelphia	..	3	1	3	4	2	4	5	11	3	18	..	10	..	8	..
Pittsburgh	..	..	..	1	..	..	1	..	1	..	3	..	..	..	2	..
Portland, Ore.	..	2	1	1	..	..	1	1	3	..	3	..	3	..	..	..
San Francisco	..	7	..	2	2	3	..	2	5	10	9	8	2	..	8	..
Seattle	..	..	..	..	..	..	..	2	..	1	..	2	..	..	1	..
Railroads	2	..	..	..	..	..	1	..	11	1	9	..	..	..	3	..

Table I: Salaries of Payroll Clerks in Eighteen Cities

(National Industrial Conference Board, Inc.)

Cities	$20 and under		$20.01–$22.00		$22.01–$24.00		$24.01–$26.00		$26.01–$30.00		$30.01–$35.00		$35.01–$40.00		Over $40.00	
	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.
All cities	28	134	6	25	13	18	20	43	96	42	92	18	37	11	59	5
Baltimore	5	2	..	..	1	..	2	..	..	..	1	..	..	..	2	..
Boston	9	49	..	2	..	2	1	24	1	5	2	..	..	2	3	1
Buffalo	..	4	..	..	..	1	..	1	3	2	6	..	2	..	6	1
Chicago	7	7	2	1	1	2	9	3	6	6	8	2	1	1	2	1
Cincinnati	..	18	..	1	1	1	..	1	1	1	..	..	1	..	..	..
Cleveland	2	..	..	..	..	1	..	2	5	..	6	2	..	..	7	..
Denver	1	1	2	..	..	2	..	..	2	2	3	..	..	..	..	..
Detroit	1	16	1	4	3	1	1	3	24	3	16	..	8	2	15	..
Kansas City	..	7	..	4	1	..	..	1	3	4	4	1	1	..	2	..
Los Angeles	..	7	..	..	..	2	4	2	8	3	6	3	9	..	3	1
Minneapolis	1	9	..	2	1	1	..	..	1	1	6	..	1	..	1	..
New Orleans	..	..	..	..	5	..	..	..	1	..	2	..	..	..	1	..
New York	..	4	..	4	..	2	..	2	3	4	1	4	1	4	3	..
Philadelphia	1	7	..	4	..	1	1	2	11	3	5	3	6	1	4	..
Pittsburgh	..	..	..	..	..	1	1	..	3	..	3	..	..	..	2	..
Portland, Ore.	1	2	..	..	..	1	..	1	3	..	3	1	..	..	..	..
San Francisco	..	..	..	1	..	..	1	1	2	5	2	..	1	..	8	..
Seattle	..	1	1	2	..	..	..	..	1	1	1	1	..	1	..	1
Railroads	..	..	..	..	..	..	..	..	18	2	17	1	6	..	..	..

Table J: Salaries of Order Clerks in Eighteen Cities

(National Industrial Conference Board, Inc.)

Cities	$20 and under		$20.01–$22.00		$22.01–$24.00		$24.01–$26.00		$26.01–$30.00		$30.01–$35.00		$35.01–$40.00		Over $40.00	
	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.
All cities	266	180	128	35	24	30	34	32	68	49	90	9	76	5	82	4
Baltimore	12	2	..	..	1	1	1	..	1	1	2	..	2	..	..	..
Boston	10	37	..	..	1	2	1	3	1	..	14	..	..	..	..	..
Buffalo	..	9	..	..	1	..	1	2	6	..	3	1	1	..	..	..
Chicago	3	27	3	4	4	2	2	4	3	2	6	2	..	1	4	1
Cincinnati	..	14	..	..	1	..	..	1	3	1	1	..	2	..	..	..
Cleveland	..	8	1	6	2	1	3	4	9	7	7	..	5	1	5	1
Denver	4	5	3	1	..	..	1	1	7	..	6	..	1	..	..	..
Detroit	..	16	1	2	..	1	1	5	2	8	11	1	19	..	38	..
Kansas City	177	8	1	7	8	2	3	..	6	..	10	..	2	..	4	..
Los Angeles	..	2	1	4	1	4	2	1	5	4	10	..	8	..	9	..
Minneapolis	1	12	..	1	..	4	..	1	..	2	..	..	2	..	2	..
New Orleans	19	..	2	..	2	..	..	..	..	..	1	..	..	..	..	..
New York	3	18	1	5	..	3	5	2	3	12	1	1	1	1	8	..
Philadelphia	9	9	2	2	..	9	6	3	7	4	1	2	26	..	3	1
Pittsburgh	2	2	..	2	1	1	3	..	..	..	..	..	1	..	2	..
Portland, Ore.	..	4	..	..	..	..	1	2	4	1	7	1	1	..	..	..
San Francisco	26	7	113	1	1	..	4	3	7	7	6	1	3	2	6	..
Seattle	..	..	..	..	1	..	..	..	4	..	2	..	2	..	..	1
Railroads	..	..	..	..	..	..	..	..	..	..	2	..	..	..	1	..

Table K: Salaries of Shipping Clerks in Eighteen Cities

(National Industrial Conference Board, Inc.)

Cities	$20 and under		$20.01–$22.00		$22.01–$24.00		$24.01–$26.00		$26.01–$30.00		$30.01–$35.00		$35.01–$40.00		Over $40.00	
	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.
All cities	115	26	78	12	42	7	63	2	180	6	144	1	83	..	101	1
Baltimore	5	3	2	..	1	..	1	..	4	..	..	..	4	..	3	..
Boston	11	2	2	1	8	..	5	..	8	..	2	..	..	..	..	..
Buffalo	..	..	1	..	..	..	8	..	3	..	5	..	4	..	3	..
Chicago	8	3	..	..	2	..	11	..	57	..	31	..	10	..	12	..
Cincinnati	1	..	1	..	1	..	1	..	1	..	2	..	..	..	..	..
Cleveland	..	..	..	..	..	..	..	..	10	..	2	..	7	..	5	..
Denver	..	..	2	..	3	..	2	..	10	..	6	..	..	..	2	..
Detroit	..	12	..	10	..	4	1	..	9	2	14	..	12	..	21	..
Kansas City	53	..	40	..	13	..	4	..	16	..	13	..	8	..	2	..
Los Angeles	6	..	2	..	3	1	3	..	6	1	20	..	12	..	16	..
Minneapolis	..	..	..	..	..	..	3	1	3	..	6	..	2	..	1	..
New Orleans	..	..	..	..	..	..	1	..	3	..	3	..	2	..	1	..
New York	18	..	21	..	4	..	4	..	6	..	3	..	5	..	4	..
Philadelphia	1	4	1	..	..	..	8	1	13	1	16	..	4	..	3	..
Pittsburgh	1	1	..	..	..	..	2	..	3	..	3	..	2	..	7	..
Portland, Ore.	..	..	3	..	4	..	1	..	2	..	4	..	2	..	5	..
San Francisco	11	1	1	1	2	..	6	..	4	..	10	..	6	..	15	..
Seattle	..	..	2	..	1	..	1	..	4	..	1	1	5	..	1	..
Railroads	..	..	..	..	..	2	1	..	18	2	1	..	..	..	..	..

Table L: Salaries of Secretarial Stenographers in Eighteen Cities

(National Industrial Conference Board, Inc.)

Cities	$25 and under		$25.01–$30.00		$30.01–$35.00		$35.01–$40.00		$40.01–$45.00		$45.01–$50.00		$50.01–$55.00		Over $55.00	
	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.
All cities	3	76	17	175	24	233	14	87	15	67	5	41	10	4	5	8
Baltimore	..	4	4	8	1	6	1	1	1	..	..	..	..	2	..	..
Boston	..	9	..	7	1	10	1	4	..	..	..	2	..	..	..	1
Buffalo	..	1	..	10	..	4	..	3	1	1	..	..	1	..	..	..
Chicago	..	4	..	8	4	17	3	6	2	15	1	6	3	2	..	..
Cincinnati	..	3	2	11	1	6	3	..	..	..	..	..	..	..	..	..
Cleveland	..	..	..	4	1	12	..	9	..	6	..	3	..	..	..	..
Denver	..	5	5	14	..	5	..	1	..	1	..	..	..	..	..	..
Detroit	..	..	1	16	2	19	3	13	5	10	2	5	3	..	..	..
Kansas City	..	1	..	12	..	18	2	2	..	4	1	1	..	..	..	..
Los Angeles	..	5	1	22	4	26	..	5	1	4	..	3	1	..	..	2
Minneapolis	..	2	..	7	1	11	..	6	..	1	1	1	..	..	..	..
New Orleans	..	3	1	5	..	1	..	1	..	..	..	..	..	..	..	..
New York	..	3	..	9	2	28	..	15	2	12	..	14	1	..	4	4
Philadelphia	2	11	..	7	..	28	..	5	..	1	..	2	..	..	1	..
Pittsburgh	..	..	..	3	..	..	..	..	..	2	..	..	..	..	..	..
Portland, Ore.	..	4	1	12	..	7	..	1	..	..	..	1	..	..	..	..
San Francisco	1	18	1	11	4	24	..	9	1	8	..	2	1	..	..	1
Seattle	..	..	..	3	..	2	..	2	1	2	..	1	..	..	..	..
Railroads	..	3	1	6	3	9	1	4	1	..	..	..	..	..	..	..

Table M: Salaries of Senior Stenographers in Eighteen Cities

(National Industrial Conference Board, Inc.)

Cities	$20 and under		$20.01–$22.50		$22.51–$25.00		$25.01–$27.50		$27.51–$30.00		$30.01–$32.50		$32.51–$35.00		Over $35.00	
	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.
All cities	3	132	2	109	2	349	5	314	31	488	27	170	31	83	27	51
Baltimore	1	13	..	13	2	11	..	4	..	9	1	..	1	2	..	..
Boston	..	21	..	13	..	35	1	13	..	8	..	6	..	1	1	2
Buffalo	..	6	..	1	..	15	..	19	1	8	..	2	..	2	2	2
Chicago	2	13	1	1	..	18	..	14	5	73	4	17	..	4	..	2
Cincinnati	..	8	..	7	..	23	..	3	..	..	..	..	..	..	..	..
Cleveland	..	2	..	5	..	10	..	16	..	51	..	15	..	2	..	3
Denver	..	3	..	14	..	25	..	17	..	5	1	..	..	..	1	..
Detroit	..	..	..	..	..	19	..	38	..	62	..	25	1	16	2	5
Kansas City	..	30	..	16	..	16	..	23	3	26	2	12	3	1	2	1
Los Angeles	..	1	..	..	..	50	..	28	..	48	1	30	..	13	..	7
Minneapolis	..	1	..	1	..	15	..	12	3	13	1	6	2	..	1	..
New Orleans	..	6	..	1	..	7	..	1	..	2	..	1	..	..	..	..
New York	..	1	1	4	..	37	..	38	2	61	..	31	1	32	3	17
Philadelphia	..	1	..	20	..	20	2	23	5	38	..	4	5	..	4	1
Pittsburgh	..	2	..	1	..	7	..	2	..	7	..	..	1	1	..	3
Portland, Ore.	..	9	..	2	..	8	..	6	1	2	..	..	..	..	..	..
San Francisco	..	12	..	6	..	8	..	28	1	35	1	13	4	5	8	6
Seattle	..	3	..	4	..	3	..	5	..	14	..	2	1	4	..	2
Railroads	..	..	..	..	..	22	2	24	10	26	16	6	12	..	3	..

Table N: Salaries of Junior Stenographers in Eighteen Cities

(National Industrial Conference Board, Inc.)

Cities	$17.50 and under		$17.51–$19.00		$19.01–$20.50		$20.51–$22.00		$22.01–$23.50		$23.51–$25.00		$25.01–$26.50		Over $26.50	
	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.
All cities	3	191	2	104	1	97	3	123	1	151	5	78	5	97	9	120
Baltimore	1	18	..	19	1	15	1	10	..	2	..	4	..	..	..	1
Boston	..	23	..	11	..	8	..	3	..	2	..	1	..	..	..	1
Buffalo	..	11	..	1	..	5	..	12	..	6	..	1	..	5	1	..
Chicago	..	14	..	3	..	6	..	14	..	21	..	17	3	14	..	14
Cincinnati	..	12	1	11	..	1	..	1	..	3	..	..	..	..	..	..
Cleveland	..	4	..	8	..	8	..	5	..	8	..	..	..	31	..	5
Denver	..	4	..	..	..	3	..	6	..	5	..	..	..	5	2	..
Detroit	..	1	..	5	..	5	..	4	..	17	..	3	1	6	2	10
Kansas City	..	55	1	12	..	6	1	4	..	15	2	6	..	4	..	4
Los Angeles	..	4	..	7	..	11	..	15	..	19	..	11	..	15	..	26
Minneapolis	..	1	..	..	..	3	..	7	..	2	..	3	..	..	..	..
New Orleans	1	5	..	3	..	1	..	1	..	..	..	..	..	..	..	..
New York	1	5	..	3	..	5	..	12	..	7	..	15	..	8	3	40
Philadelphia	..	6	..	7	..	10	..	9	..	6	2	10	..	1	..	4
Pittsburgh	..	8	..	3	..	2	..	..	..	3	..	..	..	..	..	..
Portland, Ore.	..	5	..	3	..	..	..	5	..	..	..	..	..	..	..	..
San Francisco	..	15	..	7	..	3	1	14	..	16	..	..	..	..	1	11
Seattle	..	..	..	1	..	5	..	1	1	3	..	1	..	1	..	2
Railroads	..	..	..	..	..	..	..	..	..	16	1	6	1	7	..	2

Table O: Salaries of Experienced Typists in Eighteen Cities

(National Industrial Conference Board, Inc.)

Cities	$17.50 and under		$17.51–$19.00		$19.01–$20.50		$20.51–$22.00		$22.01–$23.50		$23.51–$25.00		$25.01–$27.50		Over $27.51	
	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.
All cities	7	263	3	105	5	196	3	149	38	153	3	89	6	96	12	81
Baltimore	..	67	..	17	1	5	..	6	..	6	..	2	..	..	..	..
Boston	1	11	..	10	..	5	..	4	..	7	..	2	..	1	..	..
Buffalo	..	3	..	5	..	6	..	3	1	2	..	5	..	1	1	1
Chicago	1	15	..	12	..	17	1	23	..	19	..	21	..	8	2	12
Cincinnati	..	12	..	6	..	1	..	1	2	..	..	..	..	..	..	..
Cleveland	..	..	..	7	..	2	..	8	..	4	..	2	..	5	..	12
Denver	..	6	..	1	..	2	..	3	..	2	..	..	..	1	..	1
Detroit	..	28	..	3	..	59	..	29	..	43	..	24	..	30	..	13
Kansas City	..	47	..	6	..	4	1	16	1	6	..	1	1	2	3	1
Los Angeles	..	5	..	1	..	37	..	10	..	14	..	2	..	22	1	12
Minneapolis	2	15	3	5	..	4	..	..	1	2	..	3	..	2	..	1
New Orleans	..	7	..	..	..	1	..	..	1	3	..	..	..	..	..	..
New York	..	25	..	17	..	31	..	17	5	14	..	20	4	3	..	9
Philadelphia	3	13	..	12	4	10	..	13	27	6	2	3	..	1	3	..
Pittsburgh	..	4	..	1	..	3	1	..	..	1	1	..	1	..	2	2
Portland, Ore.	..	1	..	1	..	2	..	2	..	2	..	1	..	1	..	..
San Francisco	..	4	..	1	..	5	..	2	..	14	..	1	..	9	..	9
Seattle	..	..	..	..	..	2	..	2	..	..	..	..	..	..	..	4
Railroads	..	..	..	..	..	..	..	10	..	8	..	2	..	10	..	4

Table P: Salaries of Inexperienced Typists in Eighteen Cities

(National Industrial Conference Board, Inc.)

Cities	$13.50 and under		$13.51–$15.00		$15.01–$16.50		$16.51–$18.00		$18.01–$19.50		$19.51–$21.00		$21.01–$23.00		Over $23.00	
	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.
All cities	9	103	2	64	..	68	1	85	..	34	2	83	1	16	3	11
Baltimore	..	20	..	..	..	1	..	2	..	..	..	..	..	..	..	..
Boston	..	9	..	5	..	3	..	..	..	..	..	..	..	..	..	..
Buffalo	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..
Chicago	9	4	2	6	..	7	..	15	..	17	2	37	1	2	3	9
Cincinnati	..	36	..	35	..	11	..	..	..	..	..	..	..	..	..	..
Cleveland	..	..	..	2	..	3	..	8	..	1	..	4	..	1	..	..
Denver	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..	..
Detroit	..	..	..	..	..	..	..	12	..	13	..	36	..	13	..	..
Kansas City	..	25	..	2	..	..	..	2	..	..	..	..	..	..	..	..
Los Angeles	..	..	..	..	..	32	..	27	..	..	..	2	..	..	..	1
Minneapolis	..	4	..	2	..	2	..	..	..	..	..	..	..	..	..	..
New Orleans	..	2	..	..	..	1	..	..	..	..	..	..	..	..	..	..
New York	..	..	..	5	..	2	..	11	..	..	..	4	..	..	..	..
Philadelphia	..	2	..	5	..	..	1	3	..	..	..	..	..	..	..	1
Pittsburgh	..	1	..	..	..	..	..	..	..	..	..	..	..	..	..	..
Portland, Ore.	..	..	..	2	..	..	..	2	..	2	..	..	..	..	..	..
San Francisco	..	..	..	..	..	5	..	2	..	..	..	..	..	..	..	..
Seattle	..	..	..	..	..	..	..	1	..	..	..	..	..	..	..	..
Railroads	..	..	..	..	..	1	..	..	..	1	..	..	..	..	..	..

Table Q: Salaries of File Clerks in Eighteen Cities

(National Industrial Conference Board, Inc.)

Cities	Below $10.00		$10.00–$12.00		$12.01–$14.00		$14.01–$16.00		$16.01–$19.00		$19.01–$22.00		$22.01–$25.00		Over $25.00	
	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.
All cities	1	..	33	77	12	86	17	154	56	281	19	134	18	65	23	110
Baltimore	..	..	22	39	4	15	7	13	7	5	..	2	..	1	..	..
Boston	..	..	3	..	1	9	1	27	3	28	2	7	1	3	1	14
Buffalo	..	..	..	..	..	..	..	..	..	3	..	4	..	1	1	6
Chicago	..	..	..	1	..	8	..	12	2	21	5	21	3	6	..	15
Cincinnati	..	..	..	9	..	30	..	12	..	9	..	1	..	..	1	..
Cleveland	..	..	..	..	..	2	..	1	..	9	..	6	..	3	..	4
Denver	..	..	1	..	..	..	..	4	1	3	1	..	1	..	..	1
Detroit	..	..	..	..	..	2	..	44	2	96	..	36	1	6	..	15
Kansas City	..	..	1	15	1	11	2	17	3	9	2	5	..	..	1	2
Los Angeles	..	..	3	..	1	1	4	6	26	31	..	6	2	7	1	7
Minneapolis	..	..	..	..	..	1	..	1	1	4	2	3	1	3	..	..
New Orleans	..	..	2	6	..	..	..	..	1	2	..	..	..	..	..	..
New York	..	..	..	..	..	..	..	10	1	27	5	23	2	22	5	24
Philadelphia	1	..	1	7	..	..	..	2	2	8	1	9	1	5	2	4
Pittsburgh	..	..	..	..	..	2	..	1	..	..	..	2	2	..	1	1
Portland, Ore.	..	..	..	..	..	2	..	3	..	2	..	..	..	..	..	..
San Francisco	..	..	..	..	..	2	1	..	2	20	..	7	..	4	1	13
Seattle	..	..	..	..	..	..	1	1	2	3	..	1	..	1	..	1
Railroads	..	..	..	..	5	1	1	..	3	1	1	1	4	3	9	3

Table R: Salaries of Mail Clerks in Eighteen Cities

(National Industrial Conference Board, Inc.)

Cities	Below $10.00		$10.00–$12.00		$12.01–$14.00		$14.01–$16.00		$16.01–$19.00		$19.01–$22.00		$22.01–$25.00		Over $25.00	
	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.
All cities	12	1	56	29	151	30	120	58	72	62	24	58	39	26	45	20
Baltimore	4	1	15	1	1	1	1	..	1	1	2	..	..	..	1	..
Boston	..	..	2	2	1	..	8	5	3	7	1	3	2	5	1	..
Buffalo	..	..	..	..	..	1	3	3	3	3	1	5	2	2	2	4
Chicago	..	..	..	..	2	5	5	3	4	2	..	4	2	2	2	1
Cincinnati	..	..	3	..	2	..	2	1	1	..	2	..	1	..	3	..
Cleveland	..	..	..	..	2	..	1	4	3	..	..	..	2	2	3	2
Denver	..	..	1	1	1	..	..	1	3	2	..	1	1	..	..	..
Detroit	..	..	4	7	20	4	5	11	4	10	..	12	..	3	4	2
Kansas City	2	..	4	16	104	14	81	14	24	1	3	7	2	4	1	1
Los Angeles	..	..	..	1	..	..	3	1	6	6	3	5	2	2	2	1
Minneapolis	..	..	1	1	1	3	1	1	1	3	..	1	..	1	..	..
New Orleans	2	..	2	..	..	..	..	..	..	..	..	..	1	..	..	..
New York	..	..	11	..	11	..	5	11	4	20	4	10	17	4	15	3
Philadelphia	4	..	8	..	1	1	1	2	4	3	1	2	1	..	5	..
Pittsburgh	..	..	3	..	..	1	..	..	..	..	..	..	..	..	..	..
Portland, Ore.	..	..	..	..	..	..	..	..	2	2	1	..	..	..	..	..
San Francisco	..	..	..	..	3	..	3	1	2	2	5	7	4	1	3	3
Seattle	..	..	..	..	..	..	..	..	1	..	1	1	..	..	1	3
Railroads	..	..	2	..	2	..	1	..	6	..	..	..	2	..	2	..

Table S: Salaries of Office Labor-Saving Machine Operators in Eighteen Cities

Including Addressing, Billing, Bookkeeping, Calculating and Duplicating Machines

(National Industrial Conference Board, Inc.)

Cities	$15 and under		$15.01–$17.00		$17.01–$19.00		$19.01–$21.00		$21.01–$23.50–		$23.51–$26.00		$26.01–$30.00		Over $30.00	
	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.
All cities	56	235	12	190	85	235	77	363	80	461	58	376	86	373	90	116
Baltimore	8	21	2	19	3	18	1	19	2	9	..	3	1	3	2	..
Boston	4	50	1	20	..	30	..	14	..	7	..	5	1	3	..	..
Buffalo	..	4	..	2	..	7	..	16	2	15	1	11	1	5	3	3
Chicago	1	8	1	3	44	13	28	29	17	35	10	53	7	39	4	8
Cincinnati	7	5	3	4	1	7	1	7	..	4	1	..	2	..	..	..
Cleveland	1	2	1	5	..	19	..	63	5	40	8	46	14	32	8	13
Denver	7	11	..	..	2	12	..	9	..	10	..	10	3	1	1	..
Detroit	..	3	..	2	2	11	25	21	18	36	27	38	2	68	18	23
Kansas City	15	95	2	25	1	16	5	27	3	33	..	18	4	31	1	3
Los Angeles	..	..	1	5	1	15	..	34	2	52	3	27	16	49	8	16
Minneapolis	..	4	..	3	2	7	3	18	..	10	1	6	..	7	..	..
New Orleans	..	1	..	..	..	2	..	2	..	2	..	..	..	..	..	..
New York	8	12	..	11	2	23	3	29	5	51	2	67	6	43	8	16
Philadelphia	2	3	..	10	9	13	..	20	5	28	2	13	6	9	12	5
Pittsburgh	2	1	..	1	1	..	1	5	..	2	..	1	1	1	2	1
Portland, Ore.	1	15	..	5	..	19	..	13	..	7	1	14	..	8	1	..
San Francisco	..	..	1	74	15	20	10	25	18	52	2	30	10	49	16	18
Seattle	..	..	..	1	1	3	..	4	..	17	..	3	4	6	..	7
Railroads	..	..	..	..	1	..	..	8	3	51	..	31	8	19	6	3

Table T: Salaries of Switchboard Operators in Eighteen Cities

(National Industrial Conference Board, Inc.)

Cities	$15.00–$16.50		$16.51–$18.00		$18.01–$19.50		$19.51–$21.00		$21.01–$22.50		$22.51–$25.00		$25.01–$27.50		Over $27.50	
	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.	M.	F.
All cities	4	30	3	77	3	51	9	155	5	57	9	111	..	66	2	116
Baltimore	1	3	..	4	..	..	..	3	..	..	..	3	..	..	..	..
Boston	..	2	1	7	2	11	7	12	5	6	8	4	..	6	2	3
Buffalo	..	2	..	2	..	..	1	1	..	6	..	1	..	3	..	2
Chicago	2	..	..	1	..	7	1	21	..	8	1	12	..	7	..	17
Cincinnati	..	1	..	1	..	1	..	2	..	1	..	..	..	..	..	..
Cleveland	..	..	..	..	..	1	..	5	..	2	..	1	..	2	..	12
Denver	1	..	1	3	..	2	..	2	..	1	..	5	..	3	..	1
Detroit	..	..	..	..	..	3	..	18	..	2	..	7	..	14	..	13
Kansas City	..	6	..	8	..	4	..	9	..	7	..	8	..	..	..	5
Los Angeles	..	..	..	1	..	..	..	18	..	3	..	21	..	10	..	16
Minneapolis	..	9	..	8	1	..	..	5	..	2	..	3	..	1	..	2
New Orleans	..	..	..	1	..	..	..	2	..	..	..	..	..	..	..	..
New York	..	..	..	22	..	14	..	21	..	7	..	15	..	1	..	18
Philadelphia	..	1	1	2	..	..	..	6	..	5	..	8	..	8	..	7
Pittsburgh	..	2	..	1	..	1	..	4	..	1	..	..	..	..	..	1
Portland, Ore.	..	3	..	4	..	2	..	3	..	1	..	2	..	1	..	1
San Francisco	..	..	..	10	..	3	..	9	..	2	..	11	..	7	..	13
Seattle	..	1	..	2	..	2	..	..	..	..	..	2	..	2	..	2
Railroads	..	..	..	..	..	..	..	14	..	3	..	8	..	1	..	3

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The Board is constituted of persons designated by and from National and State Industrial Associations for the following specific purposes:

FIRST: To make impartial investigations in the field of industrial economics, and to cooperate to this end with individuals, institutions, associations and agencies of Government;

SECOND: To aid in securing, on the basis of established economic facts underlying and affecting industrial conditions, joint deliberation of manufacturers and associations of manufacturers in the United States;

THIRD: To secure, analyze and disseminate information concerning industrial problems and experience in the United States and other countries;

FOURTH: To promote good understanding and friendly relations between employees and employers for the benefit of both, and between those engaged in industry and the public for the general good of the community;

FIFTH: To make the results of its research and collective experience available to Governmental agencies when industrial and economic legislation and policies are being formulated, in an endeavor to secure sympathetic consideration of its views and opinions, and

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